



Transition Guide for

Fundamentals of Human Resources in Healthcare

Second Edition

November 2017

Chapter No.	Chapter Title	Description of Changes
1	Strategic Human Resources Management	<p>Updated section on effective practices to include recent research finding that effective management of human resources (HR) can increase profitability, annual sales per employee, productivity, market value, and growth and earnings per share.</p> <p>Added information on the changing demographics of the American workforce.</p> <p>Expanded discussion of HR metrics.</p> <p>Updated section on HR trends in the healthcare industry.</p> <p>Updated source citations to reflect current scholarship.</p>
2	The Healthcare Professional	<p>Updated statistics on health professionals in the US healthcare industry, with particular focus on nurses and the nursing shortage.</p> <p>Made other, minor updates and revisions to content.</p> <p>Updated source citations to reflect current scholarship.</p>
3	The Legal and Ethical Environment	<p>Expanded discussion on equal employment opportunity and updated accompanying chart of historical trends.</p> <p>Updated content and statistics on Americans with disabilities.</p> <p>Added sidebar on use of social media in the hiring process.</p> <p>Updated content on sexual harassment.</p> <p>Revised content on employee surveillance, including workplace searches and electronic monitoring.</p> <p>Revised and updated section on other employment laws affecting human resources management in addition to the federal and state laws discussed earlier in the chapter.</p> <p>Added new discussion of workplace violence among other employment issues that have legal implications.</p> <p>Updated source citations to reflect current scholarship.</p>
4	Job Analysis and Job Design	<p>Made minor updates and revisions to content.</p> <p>Added case example describing one organization's efforts to enhance flexibility of hours for its employees.</p> <p>Updated source citations to reflect current scholarship.</p>
5	Recruitment, Selection, and Retention	<p>Expanded discussion on distinguishing between turnover and retention.</p> <p>Made other, minor updates and revisions to content.</p> <p>Updated source citations to reflect current scholarship.</p>

6	Organizational Development and Training	<p>Added new content on employee engagement.</p> <p>Expanded section on training delivery modes with explanation of newer forms of electronic delivery.</p> <p>Enlarged section on training delivery methods with expanded discussion of on-the-job versus off-the-job training and addition of new content on implementation challenges.</p> <p>Revised discussion of employee orientation and socialization.</p> <p>Expanded discussion of succession planning.</p> <p>Updated source citations to reflect current scholarship.</p>
7	Performance Management	<p>Reorganized chapter to address reasons for cynicism about performance management before moving on to presentation of criteria and methods that can help organizations more effectively handle the essential functions of performance management.</p> <p>Added sidebar on use of a behavioral anchored rating scale to improve surgical safety.</p> <p>Revised and expanded discussion of the critical incident approach, performance review interview, and SMART goals.</p> <p>Updated source citations to reflect current scholarship.</p>
8	Compensation Practices, Planning, and Challenges	<p>Added three new illustrations: equity theory, job evaluation using a point system, and compensable factor point allocation example.</p> <p>Expanded explanation of the quartile strategy for pay positioning.</p> <p>Added sidebar on bundled payments.</p> <p>Revised and updated sidebar on financial incentives for physician productivity.</p> <p>Added sidebar on medical homes and accountable care organizations.</p> <p>Revised and updated discussion of future directions for physician compensation.</p> <p>Updated source citations to reflect current scholarship.</p>
9	Employee Benefits	<p>Added information on the Affordable Care Act and how it affected the administration of employer-sponsored benefit plans.</p> <p>Expanded discussion of wellness and fitness programs.</p> <p>Made other, minor updates and revisions to content.</p> <p>Updated source citations to reflect current scholarship.</p>
10	Organized Labor (formerly Chapter 11)	<p>Revised opening vignette.</p> <p>Updated statistics on union membership in the United States and specifically in healthcare.</p> <p>Updated table summarizing important legislative and judicial rulings.</p> <p>Updated current developments in union organizing in healthcare.</p> <p>Expanded section on the impact of the Internet.</p> <p>Updated source citations to reflect current scholarship.</p>

11	<p>Diversity and Inclusion in the Workplace —NEW CHAPTER</p>	<p>Provides alternative perspectives on diversity. Distinguishes between diversity and inclusion. Explains the effects of diversity and inclusion in the team environment. Stresses the importance of critically examining the culture of the organization. Provides approaches to move the organization toward greater inclusivity to reap its benefits. Includes illustrations, sidebars, and source citations that reflect current scholarship.</p>
12	<p>Aligning Quality Improvement with Human Resources Practices —NEW CHAPTER</p>	<p>Defines <i>quality</i>. Reviews the history of the quality improvement (QI) movement that led QI to become a mainstay of healthcare organizations today. Focuses on the main unit of QI—the QI team—by examining the role of teams in QI and explaining how to engage and motivate team members. Presents common QI strategies. Stresses the importance of HR in gaining meaningful participation from individuals at multiple levels in the organization. Discusses how HR practices can enhance team effectiveness. Includes illustrations, sidebars, and source citations that reflect current scholarship.</p>