This is a sample of the instructor materials for *Fundamentals of Human Resources in Healthcare*, second edition, edited by Bruce J. Fried and Myron D. Fottler.

The complete instructor materials include the following:

- Test bank
- PowerPoint slides for each chapter
- Instructor guides for each chapter (with answers for exercises and discussion questions)

This sample includes the PowerPoint slides and instructor guide for Chapter 1, "Strategic Human Resources Management."

If you adopt this text, you will be given access to the complete materials. To obtain access, e-mail your request to hapbooks@ache.org and include the following information in your message:

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Chapter 1
Strategic Human Resources Management

- Strategic HR management
- HR best practices
- The SHRM model
- Organizational mission and corporate strategy
- Measuring the HR function
- The HR brand
- A strategic perspective on HR

Strategic Human Resources Management (SHRM)

- SHRM: The comprehensive set of **managerial activities and tasks** related to **developing and maintaining a qualified workforce** needed to **achieve organizational effectiveness**

- Business strategies are linked to human resources strategies.

- Managing people strategically is crucial in enhancing organizational performance.

- All healthcare executives are human resources managers.

Significance of SHRM

- Having human resources with the right skills at the right time does not happen by accident (see opening vignette).
  - Some may not be available on the market.
  - Those available may be lacking in the requisite skills, training, or service orientation.
- To maintain or enhance organizational performance, healthcare organizations should always consider:
  - Employee recruitment
  - Selection
  - Retention
  - Training
  - Performance appraisal
  - Compensation
- Organizations should also consider legal issues and environmental factors that affect the management of human resources.

Benefits of SHRM

- Competitive advantage over other healthcare organizations

- As a result of SHRM, enhanced employee satisfaction can:
  - Improve clinical outcomes
  - Enhance service quality
  - Increase market share
  - Improve financial returns

HR Practices

- HR planning / job analysis
  - Examples: Encourage employee buy-in; use self-managed teams.
- Staffing
  - Examples: In selecting employees, use criteria beyond technical skills; be proactive about identifying and attracting talent.
- Training / organizational development
  - Examples: Invest in training; include customer service in onboarding new employees.
- Performance management and compensation
  - Examples: Offer high compensation contingent on performance; conduct developmental performance reviews.
- Employee rights
  - Examples: Share financial, salary, and performance information with employees to improve trust; provide employment security for employees who perform well.

Do these and other practices make sense? Why or why not?

The SHRM Model

- Steps of the SHRM Model:
  - Assess the organization's environment and mission.
  - Formulate a business strategy.
  - Identify HR requirements to implement business strategy.
  - Compare the current HR inventory to future strategic requirements in terms of numbers and required skills.
  - Develop HR strategy to close gap between current inventory and future requirements.
  - Implement appropriate HR practices to reinforce business strategy.

- What HR problems might occur if any of the above steps are not implemented by a healthcare organization?

The HR Brand

- A **brand** refers to the organization's **image** or **culture** from the perspective of the general public or potential customers or employees. The brand reflects the organization's
  - corporate image and culture,
  - purpose,
  - type of people hired, and
  - recognized and rewarded results.

- The purpose of the HR brand is to attract and retain the best employees and ultimately achieve competitive advantage.

Who Performs HR Tasks?

- Human resource managers
- Line managers
  - Recently assuming more responsibility in HR functions

- HR departments are more concerned with financial performance and strategic issues; more routine HR functions are delegated to line managers.
  - HR executives are more likely to be members of the executive team.

Strategic Perspective of HR

- What are the potential advantages of any of the current HR practices as opposed to the old HR practices for a typical healthcare organization (see exhibit 1.2)?

- Name one organizational outcome (i.e., competitive advantage), and indicate how and why one or more human resource practices might positively affect that particular organizational outcome (see exhibit 1.3)?

Chapter 1: Answers to End-of-Chapter Discussion Questions

1. An organization's HR can be a strength when the high quality of its staff allows it to better serve its customers, compared with its competitors. HR can be viewed as a weakness when an organization's staff is inferior to that of competitors because of poor recruitment, selection, retention, performance appraisal, and training.

    Companies viewed as good places to work as a result of their supportive culture, high employee job satisfaction, above-average compensation, extensive employee development, and other positive job attributes attract and retain higher-quality human resources than do those that lack these attributes.

    If human resources are perceived as a weakness in a SWOT analysis, the organization needs to determine the nature and causes of the problem. Is it inadequate recruitment and selection, or is it a failure to develop and reward employees once they are on the job? If the former, the organization must revamp its recruitment and selection processes to attract the brightest and the best staff. If the latter, the organization may need to examine and possibly upgrade employee training and development, the lack of which may be constraining upward mobility; supervisory training, the inadequacy of which may be increasing employee dissatisfaction; and compensation, the inadequacy of which may be making the organization uncompetitive in the labor market. Whatever the cause, it needs to be addressed if the organization intends to provide excellent customer service and clinical outcomes while growing its market share.

2. The most important factor under the control of healthcare managers contributing to the low number of students being trained in health professions is the current work environments of most healthcare facilities. They are often inadequately staffed, and their supervisors are poorly trained to exercise their responsibilities. Salary increases are small and infrequent. Physicians do not always treat other health professionals with respect. Favoritism exists in some situations. Major decisions affecting a particular group of employees are often not discussed openly, and employee input is not encouraged.

    The steps healthcare organizations need to take to address this situation include the following. First, they need to address the cultural issues existing in many healthcare organizations where employee needs and wants are a low priority for managers. Second, they may need to upgrade the human resources function to professionalize it and integrate it with the strategic management function. Third, all of the HR functions discussed in this book may need to be enhanced to create a more positive work environment. Such an environment should increase the willingness of current employees to encourage young people to follow in their footsteps and enter the various healthcare professions.

3. The organizational advantages of integrating strategic management and human resources management are the enhancement of both human resources outcomes and organizational outcomes. In other words, if the two are integrated and aligned successfully, the HR strategies and tactics will reinforce the business strategies and tactics, allowing them to be more effectively implemented. As a result, more positive HR outcomes will enhance the organizational outcomes. HR outcomes include higher levels of employee competence and motivation, organizational commitment, job satisfaction, and employee retention. Enhanced organizational outcomes, in turn, include legal compliance, competitive advantage, stakeholder satisfaction, and increased market share.

   The steps involved in such integration include the following:
   - Determine the organization's mission, purpose, and values.
   - Assess internal strengths and weaknesses.
   - Assess the external environment's opportunities and threats.
   - Formulate the organization's strategies at the corporate, business, and functional levels.
   - Formulate an HR strategy and tactics to implement the strategy.
   - Implement the HR strategy and tactics through the management of stakeholders.
   - Achieve more positive HR outcomes.
   - Achieve more positive organizational outcomes.

4. Achieving excellent customer service requires the following HR metrics:
   - Staff retention
   - Staff satisfaction
   - Patient satisfaction
   - Staff participation in training
   - New hire satisfaction
   - Staffing ratios by position
   - Return on investments in training

5. All healthcare managers and executives manage people. They constantly plan their human resources allocation, recruit people, select people, provide training and development opportunities, evaluate performance, and recommend compensation. Although a HR department can provide support and facilitate these functions, the line manager is often the final decision maker. The extent to which she manages human resources well enhances the performance of the department and her ultimate career success.

   To perform well in implementing the various HR functions, current or future managers need to familiarize themselves with the legislation and regulations regarding the management of

human resources. This familiarization can be achieved through either formal coursework at a university or continuing-education programs offered by many professional organizations. In addition, line managers should consult with HR managers regarding decisions they must make. Errors in judgment can be costly for both the individual manager and the organization. In addition, managers should always be open to input from subordinates and communicate with them to determine their attitudes, need, and wants. While it may not always be possible to meet all of these needs and wants, managers at least must know what the subordinates are thinking and what challenges and issues they are attempting to address.

6. In 2017, the Golden State Warriors won the NBA championship. Students will make reference to a number of strategies described in the chapter, such as strategy development linked to the players (the workforce), strategic player recruitment, and skills development. In an interview with Steve Kerr, the team's coach, useful lessons emerged in HRM and leadership that helped lead the team to a championship. Among these is developing strategies for motivating high-performing individuals to work together as a team—that is, while the team had tremendous individual talent, this talent had to be marshalled in pursuit of the larger team goal of winning the championship. As a coach, Kerr himself utilized mentors, meeting with past and current coaches to better understand his own role and the behaviors that would help to motivate the team. He learned the importance of clarifying his philosophy, values, and vision for the team—and communicating this to the players. He also learned to develop person-to-person relationships with his players, understand the team's strengths and weaknesses, and empower the team to take ownership of their plays and strategies. Students will likely identify other leadership behaviors. For further discussion of Kerr and the leadership lessons related to his success, see http://labs.openviewpartners.com/leadership-lessons-from-steve-kerr/#.WbGGFMaQzmE.

7. The point is made in this chapter that all managers are human resource managers, and HRM concepts are relevant to all managers—and in fact, to all people working in an organization. Managers supervise people, and they must be acquainted with how to structure jobs to maximize the probability of success. Being involved in hiring, they must understand the legal requirements associated with the hiring process, as well as techniques for recruitment and selection. Managers also evaluate employees' performance, and they provide feedback and coaching. The essential point is that managers are engaged in HRM on a daily basis, and while a formal HR department is a necessary part of all organizations, that department is but one element in the tasks associated with managing a workforce. One can also make the case that all employees are HR managers in the sense that they often must manage relationships with coworkers, team members, and, of great importance, their boss. Many of the HRM skills are relevant to this dimension.

Chapter 1: Discussion of Experiential Exercises

Exercise 1

In groups, the students should discuss their chosen HR practices and whether their previous or current employers have implemented these practices. The groups should also assess the degree to which these practices are effective or ineffective in these settings, and why. They may also discuss which of the practices in exhibit 1.1 appear to be least followed (i.e., not implemented), and why. The instructor will lead a discussion regarding the potential effectiveness or ineffectiveness of any of these practices in particular healthcare environments.

Exercise 2

The purpose of this exercise is to make students aware of the information available on the Internet regarding companies that have made the latest list of *Fortune* magazine's best companies. Students are asked to visit the website of three of these organizations and review the posted information from the perspective of a potential job applicant. Then they are to determine which of these three companies interested them the most, which website they considered "the best," and why. Finally, they will conclude what types of information job seekers might need in an employer website and how they might design such a website for a *Fortune*-listed company.