



Transition Guide

Human Resources in Healthcare: Managing for Success

Carla Jackie Sampson and Bruce J. Fried

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In the fifth edition of Human Resources in Healthcare: Managing for Success

- Updated content for the present day to include contemporary issues in healthcare HR, including the increasing use of technology, and changes in the employer-employee relationship.
- Three new chapters; *Diversity, Inclusion and Belonging; Retention; Burnout, Wellbeing and Workplace Vitality*
- Revised for a more succinct approach to content to improve readability.
- Included with each chapter are experiential vignettes challenging students to grapple with a difficult ethical situation in HR
- More robust instructional support, including teaching notes for the role plays/ethical vignettes and discussion questions
- New HR metrics

A chapter by chapter description of 5th edition updates are listed below:

Chapter		Description
1	Strategic Human Resources Management	<ul style="list-style-type: none"> • Updated to include employee motivation and commitment as a critical outcome of strategic HRM and mediator for organizational outcomes • Now includes the role of technology, including predictive analytics in measuring outcomes and determining strategy; • Updated to include Generation Z in the workforce • Discusses the changing role of HR including the Chief Human Resource Officer
2	Legal Environment	<ul style="list-style-type: none"> • Updated references and examples

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		<ul style="list-style-type: none"> Updated, including landmark Supreme Court decision that discrimination based on sexual preference is illegal under federal law
3	Health Professionals	<ul style="list-style-type: none"> Updated references and statistics New discussion of academic progression for RNs New discussion of the factors affecting future supply of health professionals Updated to discuss the changing nature of health professions including emerging and evolving roles. Also includes a brief discussion of innovation and entrepreneurship.
4	Credentialing	<ul style="list-style-type: none"> Minor updates to reflect changes to Joint Commission standards
5	Diversity, Inclusion and Belonging – NEW CHAPTER	<ul style="list-style-type: none"> New discussion internal and external dimensions of diversity as the result of inclusion and belonging. Describes the business case and value of diversity, and the role of systems and organizational culture in supporting or undermining diversity and inclusion efforts. Presents the meaningful actions an organization or individual can take to identify, measure, evaluate, improve and support diversity, inclusion, and belonging in the workplace. Includes a tool for diversity strategy development Two problem-based learning cases on aspects of diversity are included.
6	Job Analysis and Job Design	<ul style="list-style-type: none"> Discussion of the potential impact of COVID-19 and suitability of candidates who have attained valuable skills through alternate routes for low skilled positions Job design trends including flexible job design, remote work, shorter shifts and impact on retention and work-life balance Use of telehealth during COVID 19 Discussion of the rise of the gig economy.
7	Recruitment and Selection	<ul style="list-style-type: none"> Expanded content and data related to on applicant sourcing via social media, employee referrals, third-party websites and job boards, social and professional networks, third-party recruiters and staffing, and internal hires New discussion of AI technologies to screen and evaluate applicants Current data on international medical graduates and other health professionals in the US workforce Additional material on recruitment of passive job applicants – applicants not currently looking to change jobs

Chapter		Description
8	Retention – NEW CHAPTER	<ul style="list-style-type: none"> • Examines the current retention and turnover issues faced by the healthcare industry discusses the myriad reasons employees leave. • Presents strategies organizations could implement to improve employee retention and the challenges organizations face. • Stresses the importance of cultural fit and employee development investment such as coaching, career ladders, and succession planning.
9	Performance Management	<ul style="list-style-type: none"> • Periodic performance reviews and other alternatives to the traditional annual review • Expanded material on goal-based performance evaluation • Additional content and data on workplace and online bullying
10	Compensation	<ul style="list-style-type: none"> • Expanded discussion of pay transparency • Chapter updated to include wage inflation due to competitive labor situations • Expanded content on evidence linking physician pay-for-performance with healthcare quality • Current thinking and data regarding the gender gap in compensation
11	Benefits	<ul style="list-style-type: none"> • Updated reference to ongoing debate about legality of health-based insurance premium differentials • Updated information IRS regulations related to benefit programs • Updated data from the Bureau of Labor Statistics on cost of benefits to employers • Revised information on structure of contributions to FICA and Medicare • Current references to data and regulations related to FMLA, Department of Labor, and the Social Security Administration, with online data that is regularly updated by government agencies
12	Organized Labor	<ul style="list-style-type: none"> • Updated to include discussion of the role of social media in union organizing • Discusses the implications of COVID-19 on labor-management relations.
13	Workforce Planning	<ul style="list-style-type: none"> • Updated throughout to include organizational workforce planning tool - the Six Step Model.
14	Nursing Workforce	<ul style="list-style-type: none"> • Updated model of nursing work focused on physical, cognitive, and organizational roles

Chapter		Description
		<ul style="list-style-type: none"> • Expanded material on team-based care • Expanded content on nurse workload related to key stakeholder groups • Updated material on methods of determining nurse staffing requirements • New section on workplace violence with particular focus on nurses and approaches to prevention • New content on the multi-generational nursing workforce • New content related to telehealth
15	Human Resource Management for Quality Improvement	<ul style="list-style-type: none"> • Updated content on HR practices and team effectiveness • Updates to team effectiveness including the role of diversity and psychological trust
16	Burnout, Wellbeing, and Workplace Vitality– NEW CHAPTER	<ul style="list-style-type: none"> • Addresses the challenge facing the clinical and administrative healthcare workforce: stress and burnout. • Explores the causes and risk factors of stress and burnout, provider strain during COVID-19 and provides potential remedial and preventive actions including a positive work environment.
	Appendix A: Human Resources Metrics	<ul style="list-style-type: none"> • Includes new metrics to support a diversity strategy and effectiveness of HR strategy, particularly retention and hiring.
	Appendix B: Cases	<ul style="list-style-type: none"> • Six updated problem-based learning cases • A new case on diversity and <i>Executive Order 13950: Combating Race and Sex Stereotyping</i>.