



Transition Guide

Fundamentals of Human Resources in Healthcare, Third Edition

May 2023

Fundamentals of Human Resources in Healthcare provides a comprehensive overview of the multiple disciplines and functions workforce management requires, such as employee motivation, compensation, and training strategies. It covers foundational principles as well as practical tools and techniques.

Changes in the Third Edition

The third edition discusses the impact of the Great Resignation on healthcare employee-employer relations and the human resource challenges exacerbated by the trend. Many chapters feature new discussion questions, activities, and vignettes that place the content in a contemporary context.

New Material by Chapter:

Chapter	Chapter Title	New Material
1	Strategic Human Resources	<ul style="list-style-type: none"> • New emphasis on the importance of positive employee outcomes, particularly inclusion, belonging, and well-being • The role of technology and analytics in strategic human resource management (SHRM) decision making • Value chain analysis added as part of the strategy tools discussion • Updated language for minoritized and marginalized groups • Expanded content on the role of the Chief Human Resource Officer and updated discussion of SHRM trends
2	The Healthcare Professional	<ul style="list-style-type: none"> • Academic progression for nurses and advanced practice nurses • Expanded discussion of the supply challenges facing nurses, including emerging and evolving roles • Brief discussion of innovation and entrepreneurship • New debate points

3	The Legal and Ethical Environment	<ul style="list-style-type: none"> • The protections for LGBTQ+ persons • New statistics on EEOC charges and differently-abled persons
4	Job Analysis and Job Design	<ul style="list-style-type: none"> • The role of analytics and algorithms, and other tools in job analysis and job design • Updated content on job enrichment, job enlargement, employee empowerment, workgroup redesign, and telecommuting • Discussion of flexible work schedules, particularly relevant given workplace changes and references related to the pandemic
5	Recruitment, Selection, and Retention	<ul style="list-style-type: none"> • The role of technology in recruitment and selection, including social media screening • Tips for virtual interviews • The impact of the COVID-19 pandemic on retention, including updated research and data on turnover
6	Organizational and Employee Development (Previously titled Organizational Development and Training) EXTENSIVELY REVISED	<ul style="list-style-type: none"> • The link between organizational and employee development (OED) initiatives and organizational culture • Employee engagement with insights on the relationship between employee engagement and organizational effectiveness • Discussion of the Great Resignation • Overview of employee engagement interventions and employee onboarding • Expanded content on new approaches to OED and training, including an increased discussion on succession planning, coaching, and mentoring • Updates on the future of OED, including on-demand training such as MOOCs and microlearning • Streamlined discussion of the training development process • New discussion questions, vignette, and embedded employee engagement case example
7	Performance Management	<ul style="list-style-type: none"> • The perceptions and misunderstandings about performance management and how to do it well • Forced distribution models for performance management • New experiential exercise • New exhibits, content, and offset boxes related to the work done by Mercer and Deloitte, two key leading companies in modernizing performance appraisal and management
8	Compensation Practices, Planning, and Challenges	<ul style="list-style-type: none"> • The role of the external environment and other factors affecting compensation • Additional content on the point system • Expanded content on physician pay-for-performance compensation • Updated content on the Affordable Care Act and the Medicare Shared Savings Program ACO Model including

		new data on participating organizations and their impact on cost and quality
9	Employee Benefits	<ul style="list-style-type: none"> • Updated employee benefits regulations and new directions, including mental health, wellness, and fitness programs • Updated hyperlinks • Revised experiential exercise
10	Organized Labor	<ul style="list-style-type: none"> • Updated discussion of the role of social media in organizing and the impact of the pandemic on labor relations • Additional content on developments in organizing nurses, physicians, house staff, and medical students • Updated discussion questions and experiential activities • New team project
11	Diversity, Inclusion, and Belonging in the Workplace (Previously titled Diversity and Inclusion in the Workplace) EXTENSIVELY REVISED	<ul style="list-style-type: none"> • Revised to include the importance of the notion of belonging • Updated definitions for inclusion • Introduction to the concepts of intersectionality and inclusive leadership • Expanded content about the culture change necessary to support diversity, equity, inclusion, and belonging
12	Aligning Quality Improvement and Implementation Science with Human Resources Practices (Previously titled Aligning Quality Improvement with Human Resources Practices) EXTENSIVELY REVISED	<ul style="list-style-type: none"> • Introduction to broadly applicable concepts and methods of implementation science • The role of implementation science in successfully implementing quality and patient safety improvements • Revised experiential exercise and discussion questions • Biographical sketches of two prominent researchers and leaders in quality improvement (Avedis Donabedian) and implementation science (Enola Proctor), providing readers with reference points to the growth and intersection of these two fields • The differences and similarities between implementation science and quality improvement methodologies
13	Employee Wellbeing NEW CHAPTER	Topics covered include: <ul style="list-style-type: none"> • The difference between healthy levels of stress and dysfunctional stress in the workplace • Burnout as related to health professions • Specific burnout concerns for physicians, nurses, medical students and residents, healthcare executives, and other healthcare professions • Strategies to address stress and burnout in a healthcare organization