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:

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<thead>
<tr>
<th>Chapter</th>
<th>Description</th>
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<tbody>
<tr>
<td>1</td>
<td>Strategic Human Resources Management</td>
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<td>• Updated to include employee motivation and commitment as a critical outcome of strategic HRM and mediator for organizational outcomes</td>
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<td>• Now includes the role of technology, including predictive analytics in measuring outcomes and determining strategy;</td>
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<td>• Updated to include Generation Z in the workforce</td>
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<td>• Discusses the changing role of HR including the Chief Human Resource Officer</td>
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<td>2</td>
<td>Legal Environment</td>
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<td>• Updated references and examples</td>
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| 3 Health Professionals | - Updated, including landmark Supreme Court decision that discrimination based on sexual preference is illegal under federal law  
- 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 | - Minor updates to reflect changes to Joint Commission standards |
| 5 Diversity, Inclusion and Belonging – NEW CHAPTER | - 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 | - 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 | - 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 |
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| 8 | **Retention – NEW CHAPTER**  
- 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**  
- 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**  
- 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**  
- 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 or Labor, and the Social Security Administration, with online data that is regularly updated by government agencies |
| 12 | **Organized Labor**  
- 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**  
- Updated throughout to include organizational workforce planning tool - the Six Step Model. |
| 14 | **Nursing Workforce**  
- Updated model of nursing work focused on physical, cognitive, and organizational roles |
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| 15 Human Resource Management for Quality Improvement | • 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 |
| 16 Burnout, Wellbeing, and Workplace Vitality—NEW CHAPTER | • Updated content on HR practices and team effectiveness  
• Updates to team effectiveness including the role of diversity and psychological trust |
| Appendix A: Human Resources Metrics | • 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 B: Cases | • Includes new metrics to support a diversity strategy and effectiveness of HR strategy, particularly retention and hiring.  
• Six updated problem-based learning cases  
• A new case on diversity and Executive Order 13950: Combating Race and Sex Stereotyping. |