INDEX

Note:Italicized page locators refer to figures or tables in exhibits.

Ability tests, 217
Absence, 66
ACA. See Affordable Care Act
Academic medical centers; mission of physicians in, 308
Accenture, 356
Accountable care organizations, 297, 415–16; physician unions and, 410; quality improvement and, 503
Accountable healthcare contracts, 297
Acuity creep, 465
Acuity system, 464
Acupuncture, 312
ADA. See Americans with Disabilities Act
ADAAA. See Americans with Disabilities Act Amendments Act
ADDIE (analysis, design, development, implementation, evaluation) model: training design process overview, 367, 368
ADEA. See Age Discrimination in Employment Act
Administration phase: in labor relations process, 400–402
Administrators: physicians employed as, 309
Advanced beginner, 81
Advanced practice registered nurses, 88–89; educational requirements for, 88; practice specialties of, 89; prescribing authority of, 89; seven core competencies for, 88–89
Advancement opportunities: job choice and, 186
Adverse events: pay-for-performance programs and, 480. See also Patient safety
Advisory Board Company, 220
Aetna, 410
Affordable Care Act, 6, 7, 324, 325, 327, 485, 548; diversity in patient populations and, 129; financial incentives and, 297; health insurance and, 330; lactation provisions in, 69; nonphysician licensed independent practitioners and, 101; nursing workforce and, 481, 483; physician unions and, 410; Section 5309 of, 88; unions and, 402, 415–16; wellness visits and, 334
AFL-CIO. See American Federation of Labor and Congress of Industrial Organizations
African-American physicians, 135
African Americans: in workforce, 17
Age Discrimination in Employment Act, 36, 38, 39, 45, 55
Agency for Healthcare Research and Quality, 507, 508
Aggregate stop-loss insurance, 345–46
Aging population: nursing resources and, 463
Aging workforce: nursing workforce, 99–100, 466, 468–70; workforce shortages and, 322
AHA. See American Hospital Association
Aiken, L. H., 220, 457, 459, 479
Albemarle Paper Company v. Moody, 41, 155
Aligning incentives, 304
Allen, D. G., 197
Allied health professionals, 90–93; definition, 90; educational and training programs for, 93; as percentage of US healthcare workforce, 92–93; subcategories of personnel, 93
Allied health profession and professional titles: major categories of, 91–92
AMA. See American Medical Association
Ambulatory Care Quality Alliance, 311
American Association for Physician Leadership, 94
American Association of Colleges of Nursing, 100
American Board of Medical Specialties, 109
American Business Collaboration, 165
American College of Healthcare Executives, 123
American College of Physicians, 109
American College of Surgeons, 109
American Federation of Labor and Congress of Industrial Organizations, 408
American Hospital Association, 123, 407; Health Research & Educational Trust, 132; Hospital Trustee Professionalism Program, 129; Minority Trustee Candidate Registry, 129; wage and salary surveys, 293
American Medical Association, 409, 410
American Nurses Association, 262, 459, 545
American Nurses Credentialing Center, 187; Magnet designation, 322; Magnet Recognition Program, 101–2, 222
American Society for Metabolic and Bariatric Surgery, 115
American Society for Quality, 509
American Society for Training and Development. See Association for Talent Development
Americans with Disabilities Act, 51, 52; enactment of, 42; job analysis and, 155; “major life activities,” 51, 52; punitive and compensatory damages, 42–43; purpose of, 42; qualified individuals with, 155; reasonable accommodation under, 39–40, 42, 61, 130, 155, 156
Americans with Disabilities Act Amendments Act, 36, 37, 38, 45, 55; “fitness for duty” testing, 69; interview questions, 58; obesity defined as disability under, 53; retaliation claims, 55
ANA. See American Nurses Association
ANCC. See American Nurses Credentialing Center
Annual performance review, 242
Anthem Blue Cross and Blue Shield (New Hampshire): Anthem Quality-In-Sights, 311
Aon Hewitt, 293
Applicant sourcing: recruitment process and, 191
Application forms: job applicants, 217
Appraisal criteria: establishing, 243–44
APRNs. See Advanced practice registered nurses
Aptitude tests, 217
Arbitration, 399, 401
Arnett, Randy, 23
Arthur, W., 202
Ash, M., 471
Asian Americans: in workforce, 17
Asian Health Care Leaders Association, 132
ASMBS. See American Society for Metabolic and Bariatric Surgery Assessment: in nursing process, 86
Assessment centers, 217
Assimilationists, 124
Association for Talent Development, 378; competency model, 354, 355
Association of American Medical Colleges, 123
Association of Schools of Allied Health Professions, 93
ATD. See Association for Talent Development
AT&T: employee empowerment at, 163
Attrition of healthcare workers, 432, 434–35
Ayala, L., 486

Baby boomers: benefits and, 344; in nursing workforce, 469; serial retirement and, 435; values and attitudes of, 19; in workforce, 18
Baccalureate degree in nursing (BSN), 87
Background checks, 210
Baker, K. R., 431
Balanced scorecard, 21
Baldrige Performance Excellence Program: performance management standards, 236, 237–38
Balkin, D. B., 7
Bankruptcies: of medical groups, 304
Bargaining units, 395–97
Bariatric surgery privileges: concerns and issues related to, 115–16
Barnes v. Train, 41
BARS. See Behavioral anchored rating scale
Batalden, Paul, 506
Baylor University: hospital prepayment plan, 323
Begun, J. W., 102
Behavioral anchored rating scale, 250, 265; advantages of, 252; for clinical trials coordinator, 251
Behavioral competencies, 150
Behavioral interviews, 204
Behavioral observation scale, 252, 253, 265
Behavioral theories: of leadership, 520
Behaviors: performance appraisals and, 247
Benchmarking, 532; approaches, demand for healthcare services and, 442; jobs, factor comparison and, 292–93
Benefits. See Employee benefits
Benefits administration: cost-containment strategies for, 345
BenefitsLink, 347
Beth Israel Deaconess Medical Center (Boston), 415
Bioengineered drugs, 336
Biofeedback, 312
“Black swans,” 439
Blogging, 49, 50
Blue Cross: precursor to, 323
Board certification: Ongoing Professional Practice Evaluation process and, 117
Board of directors: human resources professionals on, 27
Board of Regents v. Roth, 46
Bokhour, B. G., 301
Bonuses, 221
Booth v. Maryland, 40
BOS. See Behavioral observation scale
Boston Medical Center, 410
Branding, 22–23, 28
Brand-name drugs, 336
Bridges to Excellence, 311
Broadbanding, 289–91, 295
Brookdale University Hospital and Medical Center (New York), 410
Budgeting process: nurse workload and, 461–62
Building the Business Case—Healthcare Diversity Leadership: A National Survey Report, 132–33

Bullies: characteristics of, 262–63

Bullying: definition, 260; hierarchies, power differentials, and, 262; impact of, in workplace, 261; nurse–nurse conflict and, 474; preventing and eliminating, 263–64; sexual harassment compared with, 264

Bureau of Labor Statistics, 293

Burke, R. J., 466

Burlington Industries, Inc. v. Ellerth, 43

Burlington Northern & Santa Fe (BNSF) Railway Co. v. White, 54, 55

Burnout, 470, 487, 547; nurse–physician relationships and, 473; nurses’ workload and, 466–67

Bush, George W., 483, 539

Bush, Laura, 539

Business strategy: definition, 15

CAAHEP. See Commission on Accreditation of Allied Health Education Programs

CAHRS. See Cornell University Center for Advanced Human Resource Studies

California: nurse staffing legislation for hospitals in, 459

CAM. See Complementary and alternative medicine

Cancer: disparities in healthcare and treatment of, 134

Capital: shortage of, 6

Capitation, 304, 310

Cardy, R. L., 7

Care delivery: diversity and, 134–36

CareerBuilder, 192

Career development: job specifications and, 152–53

Career ladders, 96

Career training, 365

Caregivers in workplace: Equal Employment Opportunity Commission and, 54

Cases: arrest for driving under the influence, 73; credibility of sexual harassment charges, 73; Family and Medical Leave Act leaves, 74, 75; implementing comparable-worth legislation, 539–42; living wage, 549–51; new employee orienting and onboarding process, 382; nurse shortage, 546–49; nurse staffing ratios and state nursing association, 545–46; organizational development and training, 381–82; patient complaint and proper course of action, 524–26; physician engagement, 542–45; physician group practice and quality goals, 315; preparing to maximize performance review, 267–72; retaliation claims, 73; same-sex marriage and human resources policy, 551–53; sexual orientation discrimination, 224–27; social media inquiries and hiring, 74; social media policy violation, 420; staff engagement/morale in pharmacy services, 383; teamwork and performance management in nursing home, 266–67; thefts from pharmacy area, 72; union and refurbishing employee lounge, 419–20

Case study: as instructional method, 373, 374

Catholic Health Association of the United States, 123

Cause-and-effect diagram, 521

Cedars-Sinai Medical Center (Los Angeles), 403, 410

Cell phones, 49

Center for Healthcare Governance, 129
Centers for Disease Control and Prevention, 335
Centers for Medicare & Medicaid Services, 95, 299, 335, 347, 462, 480
Central distributional rating errors, 255
CEOs. See Chief executive officers
Certification: for advanced practice registered nurses, 88; competencies and, 295; in nursing specialty areas, 87–88; verification of, 96. See also Licensure
Certified nurse midwives (CNMs), 88, 89
Certified nurse practitioners (CNPs), 88
Certified registered nurse anesthetists (CRNAs), 88, 89
CFOs. See Chief financial officers
Change management: proliferation of models and approaches to, 360; model, 362
Charitable immunity doctrine, 110
Checklists: job analysis and, 149
Chicago Tribune, 547
Chief executive officers, 16
Chief financial officers, 3
Chief human resource officers, 27
Chief medical officers, 94, 95, 98
Chief nursing officers, 94
Child care, 343
Child labor, 39
CHROs. See Chief human resource officers
Cigna: employee empowerment at, 163
Civil Rights Act of 1964: enactment of, 130; job specifications and, 156; limited English-language proficiency and, 131; Title VII of, 36, 39, 42, 43, 47, 53, 55, 264
Civil Rights Act of 1991, 42–43, 45, 49
Classification creep, 465
Cleveland Clinic, 186, 187, 335
Clinical Demand Index, 460, 484
Clinical nurse specialists (CNSs), 88, 89
CMS. See Centers for Medicare & Medicaid Services
CNN, 549
Coaching, 373, 374
Coaching/consulting contract, 358, 359
COBRA. See Consolidated Omnibus Budget Reconciliation Act of 1986
Cognitive tests, 205
Cohen, J., 135
Collective bargaining, 44, 186, 393, 394, 397, 472; in acute care hospitals, National Labor Relations Board ruling, 407; American Medical Association recognition of, 409; continuum, 399; house staff and, 403, 410–11
Colorblind framework, 125
Coman v. Thomas Manufacturing Co., 45
“Comfort and risk” concept, 127
Commission-based pay, 294
Commission on Accreditation of Allied Health Education Programs: formation of, 93
Commission on Accreditation of Healthcare Management Education, 94
Communication: quality improvement and, 522
Company-wide compensation arrangements, 294
Comparable-worth legislation: implementing (case), 539–42
Compensable factors, 288, 291, 292
Compensation, 4; decisions and dilemmas related to, 280–86; human resources metrics and formulas, 531; internal equity and external competitiveness, 284–86; intrinsic vs. extrinsic rewards and, 282–84, 283; job choice and,
Index

185–86; nurse retention and, 279; performance management and, 237; physician, 297, 298–99, 303–13; positive associations with high-performance organizations, 533; primary care vs. specialty care, 429; quality and process improvements and, 277; retention strategies and, 221; revenue-based, 283; strategy, 15, 16; system, objectives of, 276; team-based, 245, 294–95; variable, 294, 303. See also Employee benefits; Job evaluation; Pay-for-performance programs; Salaries; Wages

Compensation policy: strategic role of, 277–80

Compensation programs: designing, improving, and implementing, 281–82

Competency-based approach to job analysis: objective of, 157

Competency-based pay, 295–96

Competency(ies): definition, 150; performance appraisals and, 247

Competency model: Association for Talent Development, 354, 355

Competency model technique: for job analysis, 150, 171

Competent individual, 81

Competitive strategies: in human resources, 7–8

Complementary and alternative medicine, 100–101, 312

Comprehensive health insurance plans, 331

Compressed workweek, 165, 166, 171

Computed tomography, 441

Computerized physician/provider order entry, 483

Computers, 17, 48

Computerworld’s Best Places to Work in IT, 23

Concessionary bargaining, 399, 399

Concurrent validity, 209

Conditional no-strike clauses, 400

Conditions of Participation clauses, 400

Confidentiality, 69

Conflict management, 521

Conrad, D. A., 298, 299

Consolidated Omnibus Budget Reconciliation Act of 1986, 324, 326

Constitution (United States): employers, employees, and, 46–47

Construct validity, 209

Content validity, 208–9

Contingency model: of leadership, 520

Contingent workers, 165, 169–70, 309

Continuous quality improvement, 508–9

Contract negotiations, 390

Contract workers, 170

Contrast effect: rating errors and, 255

Cornell University Center for Advanced Human Resource Studies, 27

Corne v. Bausch and Lomb, Inc., 41

Corporate culture, 16–17

Corporate strategy: definition, 15; organization mission and, 14–23

Cosmetic surgeons, 312

Costco: employee empowerment at, 163

Cost containment, 6, 345

Cost leadership, 3

Cost metrics, 20

Costs of care: nurse staffing, quality of care, and, 466, 479–81

Council of Economic Advisers, 539

CPOE. See Computerized physician/provider order entry

CQI. See Continuous quality improvement

Craigslist, 192

Credentialing applications: standardized, elements contained in, 114–15
Credentialing committee’s membership: revamping composition and focus of, 119
Credentialing of healthcare professionals: concerns and issues with, 115–17; elements in, 112–13, 114–15; future trends in, 119; historical background for, 109–10, 112; obligations related to, 108–9; parameters in, 107; significant cases related to, 111; typical encounter in, 118–19
Credit checks, 205
Criminal background checks, 205, 210
Criterion contamination, 244
Criterion-related validity, 209
Critical incident analysis: steps in, 205–6
Critical incident approach, 252–53; to identifying job requirements, 207
Cross-department model, 296
Cross-functional teams: in healthcare, 164
Crossing the Quality Chasm (Institute of Medicine), 505, 508
Cross-training, 373, 375
CT. See Computed tomography
Culbert, S. A., 240
Cultural centrists, 125
Cultural competence/competency: business case for diversity and, 128; definition, 135; diversity program and, 138; training, 132
Cultural diversity, 125
Culture: transmission of, 17
Cummings, G. G., 279
Customer satisfaction: effective human resources management and, 3
Customer service training, 380

Darling v. Charleston Community Memorial Hospital, 110, 111
Data collection methods: for job analyses, 148–51
Data-Driven Model for Excellence in Staffing, 486
Data-mining techniques, 532
Davis, G. A., 466
Decentralized work units, 144
Defender professions, 102
Defense of Marriage Act, 325
Deficit Reduction Act of 2005, 299
Defined benefit retirement plan, 340, 341, 342
Defined contribution retirement plan, 340, 341, 342
Delivery of care: changes in setting of, 98
Demand-flow manufacturing practices, 512
Demand for healthcare: demography and, 436–37; economic factors and, 438–39; epidemiology and, 437; estimating, 436–42; healthcare delivery models and, 438; plasticity and, 443, 444; uncertainty in projections and, 439, 440, 441–42
Demand management model: nurse staffing and, 484–85
Deming, W. Edwards, 239, 508
Demographics: benefits package design and, 344; demand for healthcare and, 436–37; workforce diversity and, 123
Dental insurance, 332, 336
Department productivity: positive associations with high-performance organizations, 533
Design Technology Group, LLC d/b/a Bettie Page Clothing and DTG California Management, LLC d/b/a Bettie Page Clothing, a Single Employer and Vanessa Morris, 50
Detrimental personal conduct discipline, 65–67
Developmental strategy, 15–16
Developmental training, 365
Diagnosis: in nursing process, 86
Diary method: of job analysis, 150, 171
Dice, 192
Dictionary of Occupational Titles, 151
Differential pay, 221
Direct compensation, 275
Disability insurance, 332; creation of, 323
Discipline, 58–59, 65–67; job performance and, 66, 67; purposes of, 66
Discrimination: pregnancy discrimination, 69; prohibitions against, 36, 39
Discrimination law: disparate treatment and disparate impact theories in, 47–48
Disney: employee empowerment at, 163
Disparate impact, 40–41, 43, 47–48
Disparate treatment, 47–48
Disparities in healthcare: addressing challenges of, 134; eliminating, call to action for, 124; patient-related and health system–related factors tied to, 136
Distributional rating errors: forms of, 255
Distributive bargaining, 399, 399
Diversity: broader definitions of, 128; cultural, 125–26; definition, 124; human, 125; of job applicants, 199–200; systems, 126; team effectiveness and, 519–20. See also Workforce diversity
Diversity and Disparities: A Benchmark Study of U.S. Hospitals, 132
Diversity in healthcare leadership, 131–33; Building the Business Case—Healthcare Diversity Leadership: A National Survey Report, 132–33; Diversity and Disparities: A Benchmark Study of U.S. Hospitals, 132
DMADV (define, measure, analyze, design, verify) framework: key elements of, 511
DMAIC (define, measure, analyze, improve, control) framework: key elements of, 511
Doctorates: professional, 80
Doctor of Nursing Practice (DNP), 80
Doctor of Pharmacy (PharmD), 80, 90
Doctor of Physical Therapy (DPT), 80
Doctors Council, 410
Documentation: disciplinary actions and, 67
DOMA. See Defense of Marriage Act
Domestic partner benefits, 344
Domestic violence: in and out of workplace, 69
Domino’s Pizza, 49, 50
Donabedian, Avedis, 504
Dothard v. Rawlinson, 47
Dotson, E., 134
Downsizing, 186
Draper v. Logan County, 40
Dreyfus, H. L., 81, 96
Dreyfus, S. E., 81, 96
Drucker, Peter, 414
Drug formulary, 336
Drug testing, 47, 69
Dual career ladders, 186
Dual employee/patient status, 68
Due process, 44, 47
EAP. See Employee assistance program
“Eating of the apple” method of employee orientation, 376
Economic Growth and Tax Relief Reconciliation Act of 2001, 325
Edmondson, A., 521
Educational and training programs: for allied health professionals, 93
Educational requirements: for healthcare professionals, 80–81
Educational services: for healthcare professionals, 96–97
EEOC. See Equal Employment Opportunity Commission
EEOC v. Blockbuster, Inc., 40
EEOC v. Chi Chi's Restaurant, 40
EEOC v. Federal Express Corp., 40
EEOC v. Mesaba Airlines, 40
EEOC v. Resources for Human Development, 53, 54
EEOC v. Rock-Tenn Services Co., 130
EEOC v. Watkins Motor Lines Inc., 54
Effectiveness: quality and, 505
Efficiency: quality and, 505
EGTRAA. See Economic Growth and Tax Relief Reconciliation Act of 2001
Ehrenfeld, J. M., 117
EHRs. See Electronic health records
Eisenberg, D. M., 100
e-learning, 378
Electronic health records, 98, 441, 483, 523
Electronic job analysis methods, 150–51, 171
Elitists, 125
Employee assistance program, 334
Employee Benefit News, 347
Employee benefits, 221, 321–48; brief historical background on, 323–24; designing plan for, 343–46; extrinsic rewards and, 282; group life insurance plans, 339, 340; health and welfare benefits, 332–33; health insurance plans, 331; major federal legislation, 324, 325, 326–27; managerial implications for, 346; mandatory, 328–29; overview, 321–23; as percentage of total compensation, 322; resources for additional information on, 347; retirement plans, 339–40, 341, 342–43; total compensation and, 185; voluntary, 329, 334–43
Employee empowerment, 162–63, 172
Employee engagement, 380; organizational development and, 354–57; positive, strategies for, 357
Employee Free Choice Act of 2007, 407
Employee privacy, 69
Employee referrals, 195–96
Employee relations: evolution of field, 56–57; operational, strategic tools for, 63–65
Employee Retirement Income Security Act of 1974, 324, 326, 342
Employees: motivation, complexity of, 239; rights, 5; satisfaction, compensation policy and, 277
Employee teams in healthcare: types of, 164, 164
Employers: liability, 43
Employment: constitutional protections, 46–47; property interest in, 44
Employment agencies, 196
Employment at will, 44; employment agreements, 45; property interests, 46; statutory exceptions, 45; whistle-blowing, 45
Employment contracts, 45–46
Employment law(s): history behind, 38–48; in twenty-first century, 48–56; in United States, 70–71
Employment status: varieties of, in United States, 44–46
Employment under a contract, 44
Empowerment: employee, 162–63, 172
English-language proficiency: Civil Rights Act and, 131; tests, 205
Entrepreneurial physicians, 313
Entrepreneurship, 102
Environmental assessment: strategic human resources management and, 12, 14
Environmental trends, 6–9
Epstein, A. M., 311
Equal Employment Opportunity Commission: background checks, 210; caregivers in the workplace, 54; charges and lawsuits, 68; creation of, 39; documentation, 67; interview questions, 58; legal environment and, 49, 154; mediation
services, 62; obesity definition, 53; race discrimination suit, 129–30; retaliation claims, 55; sexual harassment complaints, 41–42; sexual harassment definition, 41
Equal Pay Act, 39, 55, 540; job analysis and, 156
Equal pay for equal work, 69, 156
Equitable care: quality and, 505
Equity: definition, 284
Equity theory: comparing feature of, 284–85
ERISA. See Employee Retirement Income Security Act of 1974
Essential job function: definition, 155
Ethics training, 380
Evaluation: importance of, 529; in nursing process, 86
Evaluation criteria: characteristics of, 243–44
Evidence-based human resources management, 532
Evidence-based medicine movement, 507
Executive benefits, 343
Executive search firms, 196
Exigency leave, 52
“Expectation of privacy” issues, 69
Experience and quality outcomes: credentialing/privileging process and, 113
Experts, 81; physicians employed as, 309
External competitiveness: internal equity and, 280, 284–86
External equity: compensation system and, 276
External recruitment: advantages/disadvantages of, 193, 194, 195, 196
External stakeholders, 8, 18
External training, 375
Extrinsic rewards: intrinsic rewards vs., 282–84, 283
Facebook, 44, 49, 50, 51
Factor comparison method, 292–93
Faculty practice plan, 308
Fair Labor Standards Act, 36, 38, 45, 57, 70, 402, 412, 540; compliance issues, 59–60; job analysis and, 156; overtime pay, 59, 166
Familiarity bias: rating errors and, 255
Family and medical leave, 330
Family and Medical Leave Act, 36, 37, 38, 45, 56, 330, 552; compliance issues, 60; cost–benefit approach to multiple-issue problems, 60–62, 63; exigency leave, 52; “fitness for duty” test, 60; military leave, 49, 52; retaliation claims, 55; voluntary leave benefits, 42
Faragher v. City of Boca Raton, 43
Fasoli, D. R., 464
Federal government: General Schedule (GS) of job classification, 288–89
Federal Health Insurance Marketplace, 347
Federal Insurance Contributions Act, 328
Federal Register, 347
Feedback: performance evaluation and, 258
Fee for service (FFS), 294, 304, 485
FICA. See Federal Insurance Contributions Act
Fijalkowski, Natalia, 283
Financial compensation: forms of, 275
Financial Executives International, 293
Finkler, S. A., 460
Firing: human resources management challenges in, 59
First Amendment, 49
First-quartile strategy, 286
Fishbone diagrams, 513, 521
Fisher, R., 397
Fit: human resources practices and, 5; selection and question of, 202–4
“Fitness for duty” test, 60, 69
5 Whys, 521
Flexible spending accounts, 333, 336–37
Flexible worker arrangements, 8
Flextime, 165, 166–67
Floating: nurse staffing and, 490n6
Flowcharts, 513
FLSA. See Fair Labor Standards Act
Flu vaccines, 335
FMLA. See Family and Medical Leave Act
Focused Professional Practice Evaluation, 116–17, 119
Forced ranking (or forced distribution), 249–50
Ford Motor Company, 250
Forgivable loans, 221
Forman, H., 466
Fortune’s 50 Best Companies for Asians, Blacks, and Hispanics, 23
Fortune’s 100 Best Companies to Work For, 23, 188
Fourteenth Amendment, 46
FPPE. See Focused Professional Practice Evaluation
Fraternal Order of Police Newark Lodge No. 12 v. City of Newark, 40
Freed, G. L., 117
Freedom of speech: public employees and employers and, 69
“Free-rider” syndrome, 245, 405
Frigo v. Silver Cross Hospital, 110, 111
Fringe benefits: cost of, 322
FSAs. See Flexible spending accounts
FTEs. See Full-time equivalents
Full-service health insurance plans, 331
Full-time equivalents: hours, measuring, 433; nursing calculations, 457, 477–78, 478, 498–502, 499, 500, 501, 502
Fulton, B., 486
Functional Job Analysis questionnaire, 149
Functional strategies: definition, 15
Functional training, 81
Future of Nursing: Leading Change, Advancing Health (Institute of Medicine), 87, 481, 482, 486
Gabriel, B., 135
Gain-sharing plans, 294
Gamification, 379
GASB. See Government Accounting Standards Board
Gaynor, M., 298
GDP. See Gross domestic product
Gender: wage gap and, 539, 540
Gender Equality in the Workplace Act, 539, 540, 541
Gender Equality Workplace Task Force, 539
General Electric, 311
General job description, 145
Generational bridging: diversity program and, 138
Generational needs: nurses and, 469–70
Generations: values and attitudes of, 19; in workforce, 18
Generation X: benefits and, 344; in nursing workforce, 469; values and attitudes of, 19; in workforce, 18
Generation Y: skills-based compensation model and, 296; in workforce, 18
Generic drugs, 336
Generic job descriptions, 158, 172
Genetic Information Nondiscrimination Act, 36, 37, 55, 69
Geographic location: job choice and, 187
Germain, P. B., 279
Gilbert, Thomas, 360
GINA. See Genetic Information Nondiscrimination Act
Gioia, D. A., 256
Glassdoor, 192
GlaxoSmithKline, 194
Global Code of Practice (World Health Organization), 201
Globalization, 7, 69
Gomez-Mejia, L. R., 7
Goodyear, 250
Governing board: practitioner impairment and, 97
Government Accounting Standards Board: No. 43 and No. 45, 325
Graphic rating scale, 247–48, 248, 265
GRASP Systems, 464
Great Depression, 323
Grievance procedures, 63, 417, 472; steps in, 400–401
Griggs v. Duke Power Company, 40, 41, 47, 48, 57, 152
Gross domestic product: US national health expenditures as percentage of, 429, 430
Group discussions, 373
Group Health Cooperative of Puget Sound, Washington, 307
Group practices: physician-owned, 99
Gunderman, Richard, 283
Haddock, S., 464
Halo effect: rating errors and, 255
Hamel, M. B., 311
Hammer v. Dagenhart, 38
Harper, E. M., 460
Harrell v. Donahue, 40
Harter, J. K., 356
Hartmann, C. W., 299
Harvard Business Review, 532
Harvard-Pilgrim Health Care, 307
Hay Group, 293
HCQIA. See Health Care Quality Improvement Act
HDHP. See High-deductible health plan
Head count: healthcare workers, 433
Healthcare: ranges of labor-management relationship in, 391; specialization in, 160–71; “triple aim” of, 427
Health Care Advisory Board: on retention strategies, 222–23
Health Care Amendments (1974), 405
Healthcare delivery: new business models for, 313
Healthcare disparities. See Disparities in healthcare
Healthcare Effectiveness Data and Information Set, 311
Healthcare exchanges: Affordable Care Act and, 327
Healthcare industry: labor-intensive nature of, 1, 79; size and influence of, 82
Healthcare managers: educational requirements for, 94; nurse staffing and, 485
Healthcare organizations: bullying in, 261–62
Healthcare professionals: career ladders for, 96; educational services for, 96–97; entrepreneurship and, 102; historic trends related to, 103; increased supply and demand, primary reasons for, 85–86; licensure and certification of, 96; practitioner impairment, 97–98; qualifications of, 95–96; recruitment and retention of, 101–2; resource guide for, 82–85; settings for, 85. See also Credentialing of healthcare providers; Organizing healthcare workers
Healthcare Quality Improvement Act of 1986, 109, 112
Healthcare services: estimating demand for, 436–42
Healthcare shortages: organizational options for, 445, 445, 446
Healthcare Staffing Incorporated, 170
HealthCare Support Staffing, 170
Healthcare surpluses: organizational options for, 445, 445, 446
Healthcare workers: high demand for, 218, 219
Healthcare worker supply: attrition, 432, 434–35; current workforce,
432, 432–33; estimating, 432–36; head count vs. full-time equivalent, 432, 433; inflows and outflows, 432; migration, 432, 435–36; subnational projections, 432, 435; training pipeline, 432, 433–34

HealthECareers, 192
Health First (Florida), 364, 365
Health Information Technology for Economic and Clinical Health (HITECH) Act, 110
Health insurance, 282; consumer-driven healthcare and, 313; employer-sponsored, 330; healthcare use and, 438–39; plan types, 331

Health Insurance Portability and Accountability Act, 69, 110, 324, 325, 326–27, 335
Health maintenance organizations, 331
HealthPartners (Minnesota), 307
Health Professional Shortage Area, 442
Health professions: changing nature of, 98–103
Health reimbursement accounts, 333
Health savings accounts, 333
Health status: credentialing/privileging process and, 113
Hearing insurance, 336
Heart disease: disparities in healthcare and treatment of, 134
HEDIS. See Healthcare Effectiveness Data and Information Set
Heidrick & Struggles, 293
Henry Ford Health System (Michigan), 307
Herzberg, F., 279, 282
Hewitt Associates, 167
High-deductible health plan, 331
High-performing healthcare organizations: seven characteristics of, 5–6
Hill-Burton Act, 131
HIPAA. See Health Insurance Portability and Accountability Act

Hiring: bonuses, 185; costs associated with, 220; human resources management challenges in, 59; negligent, avoiding, 210; “ritual,” 203; selection vs., 201
Hispanics: in workforce, 17
Hispanics United of Buffalo, Inc., 44, 50
HIV: disparities in healthcare and treatment of, 134
HMOs. See Health maintenance organizations
Hoffman, B. J., 202
Homeopathy, 312
Horizontal bullying, 262
Horizontal expansion of duties: job enlargement and, 161
Horizontal integration, 444
Hospital-based physicians: compensation and, 307–8
Hospital boards: diversity and, 129–30
Hospital Compare website (Centers for Medicare & Medicaid Services), 480
Hospitalists, 98–99
Hospital-physician arrangements: new trends in, 98
Hospital Quality Alliance, 480
Hospitals: Magnet, 222; union density in, 471
Hospital Trustee Professionalism Program, 129
Hostile work environment theory: of sexual harassment, 41–42, 43
“Hot skill” premiums, 185
House staff: collective bargaining and, 403, 410–11
HQA. See Hospital Quality Alliance
HR. See Human resources
HRIS. See Human resources information system
HRM. See Human resources management
Human capital metrics, 20
Human capital theory: nurse workload
and, 484
Human diversity, 125
Human resources: definition, 1; effective practices for healthcare organizations, 3–5, 4–5; planning/job analysis in, 4; quality improvement and, 513–14; strategic perspective on, 25–26; team effectiveness and, 514–22, 515
Human resources audit, 65
Human resources brand, 22–23, 28
Human resources data, 465–66
Human resources information system, 191, 191, 197
Human resources management: achieving competitive advantage through, 5; description of, 2; executive failure in, 3; impact of legal issues on, 56; organizational difficulties and, 57–60; qualifications and job descriptions in, 95–96; role of, in healthcare organizations, 95
Human resources management systems: goal of, 235
Human resources metrics, 7, 20, 28, 529–34; common, and their formulas, 530–31; data-mining techniques and, 532; nurse recruitment and, 531; positively/negatively associated with high-performance organizations, examples, 533; strategy-based, 532
Human resources policies: regular review of, 64
Human resources practices: evaluating, 5; implications of strategic decisions on, 10
Human resources scorecard, 21
Human resources strategy: formulation and implementation of, 15–19
Human resources tasks: performance of, 26–27
Human resources trends: strategic, 11
Humana, 306
Hurricane forecasts, 439, 440, 442
Hyde v. Jefferson Parish Hospital District No. 2, 110, 111
“Hygiene” rewards, 282
Idealists, 192
Illegal bargaining issues, 397
Impaired professionals: definition, 97
Implementation: in nursing process, 86
Inclusion, 123, 124
Inclusive culture: creating, 137
Inclusiveness: business case for diversity and, 128
Indeed website, 192
Independent contractors, 169
Indirect compensation, 275, 282
Individual characteristics: job choice and, 185
Individual traits: performance appraisals and, 246
Industrialization: employee benefits and rise of, 323
Inequity: perceived, types of, 284
Information technology: nurse workforce and, 483–85
Inputs: decreasing, perceived inequities and, 285; definition, 284
Instagram, 49
Instant messaging, 379
Institute for Diversity in Health Management, 129, 132
Institute for Healthcare Improvement, 508, 510
Institute of Medicine, 93; Crossing the Quality Chasm, 505, 508; To Err Is Human, 507, 508; Future of Nursing, 481, 482, 486; Unequal Treatment: Confronting Racial and
Ethnic Disparities in Health Care, 134; quality defined by, 504
Instructional methods: external approaches, 375; internal approaches, 373–75
Integrated Healthcare Association (California): Physician Payment Program, 311
Integrationists, 125
Integrative bargaining, 399, 399
Integrative health, 101
Integrity tests, 205
Interface stakeholders, 8, 18
Internal equity: compensation system and, 276; external competitiveness and, 280, 284–86
Internal recruitment: advantages/disadvantages of, 193–95, 194, 195
Internal Revenue Code: Section 125 plans and, 345
Internal Revenue Service, 328; forms and publications, 347; Frequently Asked Questions and Answers, 347; imputed value of life insurance policies, 339; medical flexible spending accounts guidelines, 337; retirement plan categories, 340; Revenue Rulings and Notices, 344
Internal stakeholders, 8, 18
International Council of Nurses: competencies for nurse specialists, 157
International Foundation of Employee Benefit Plans, 347
International migration: causes, 200; ethical recruitment implications, 200; management issues, 201; receiving country consequences, 200; sending country trends, 201
International recruitment, 200–201
Internet, 7, 48, 379; databases, job analysis and, 151; employer research via, 322; market salary information, 293; recruitment and, 191, 195; union organizing and, 414; virtual groups collaborating over, 163
Internships, 375
Internships.com, 192
Interviews: job analysis and, 149, 171; performance management, effective, 257–60; questions, 57, 58
Intrinsic rewards: extrinsic rewards vs., 282–84, 283
IOM. See Institute of Medicine
IPAs. See Independent practice associations
IRS. See Internal Revenue Service
Ishikawa diagram, 521
IT. See Information technology
Japanese quality improvement approach, 508
Job analysis: changing environment for, 156–58; competency-based approach to, 157; data sources and data collection methods, 148–51; definition, 144, 171; future-oriented approach to, 156–57; generic, 158; legal aspects of, 154–56, 171–72; managerial implications of, 158–59; performance management and, 237; process in, 145–46, 146; purpose of, 147; relation to other human resources functions, 151–53; selection and, 202; steps in, 147–48, 171; traditional approach to, 156, 157, 158; updating information for, 147–48
Job choice: factors influencing, 184–89; preferences among three hypothetical job applicants, 189, 190
Job classification systems, 288–89
“Job crafting,” 162
Job descriptions, 194; definition, 144–45, 171; legal aspects of, 153–56; performance evaluation and, 153; selection and, 202; team effectiveness and, 517
Job design: performance management and, 237; process in, 160
Job dimensions: defining, 206
Job duties section, 145
Job enlargement, 161
Job enrichment: examples of, 162
Job evaluation, 287–93; benchmark jobs and, 288; broadbording, 289–91; definition, 287; factor comparison method, 292–93; job classification systems, 288–89; market pricing, 293; point system, 291–92; ranking method, 288
Job family, 144
Job identification section, 145
Job interviews, 211–14; appropriate/inappropriate questions, 214–16; guidelines, 213–14; structured, 213; unstructured, 212
Job-knowledge questions, 213
Job listing: example of, 179–80
Job performance data: collecting, 244–54
Job-point accrual model, 296
Job requirements: in constant state of flux, 158; selection tools and, 204–6
Jobs: definition, 143; physical demands of, 145, 180; relative worth of, 153; restructuring/redesigning, 6
Job satisfaction, 275
Job search engines: most common, 192
Job security: job choice and, 186–87
Job shadowing, 373, 374
Job sharing, 165, 167, 171
JobsInHealthcare.com, 192
Job specifications, 179; career development and, 152–53; definition, 145, 171
Job standards: establishing, 243–44
Job stress: nurse–physician relationships and, 473
Job task analysis: training and, 370–71
Job tasks: job analysts’ exposure to, 149
Job titles, 85, 145, 179
Johns Hopkins Medicine: workforce diversity at, 188
Johnson, E. C., 202
Johnson, Randy, 539
Johnson v. Misericordia Community Hospital, 110, 111
Jones, C. B., 220, 460
Juran, Joseph, 508
Kaiser Permanente, 307; New Grad Program, 188
Karl Knauz Motors, Inc. d/b/a Knauz BMW and Robert Becker, 50
Kennedy, Ted, 407
Kilpatrick, D., 372
Kimball, Justin Ford, 323
Knowledge, skills, and abilities, 145
Knowles, Malcolm, 371
Kovner, C. T., 460
Kristof-Brown, A. L., 202
KSAs. See Knowledge, skills, and abilities
Labor costs: controlling, 390; increases in, 321–22
Labor–management relationship: positive, 390, 416; range of, in healthcare, 391
Labor–Management Reporting and Disclosure Act of 1959, 402
Labor market: external competitiveness and, 286
Labor relations, 389, 392–93, 395–402; administration phase, 400–402; management guidelines, 416–18; negotiation phase, 397–400; recognition phase, 393, 394, 395
Labor shortages, 103
Lactation discrimination, 69
Lahey Clinic (Massachusetts), 311
Larson, J., 262
Larson v. Wasemiller, 111
Lateral violence: among nurses, 474, 475
Leadership: team effectiveness and, 520
League of United Latin American Citizens, 551
Lean approach, 353, 512
Leapfrog Group, 480
Learning, 352; mobile, 378; short-length, 376; training design and, 371–72; trends in, 377–80
Learning collaboratives, 523
Learning goals, 365–66
Leave benefits, 329–30
Leaving ADDIE for SAM (Allen and Sites), 367
Lectures, 373
Lee, T. H., 311
“Legal/illegal” interview question dichotomy, 58
Lenient distributional rating errors, 255
Lesbian, gay, and bisexual employees: Equal Employment Opportunity Commission and, 53, 54
Levin, R. A., 203
Licensed independent practitioners, 101
Licensed nurses: types of, 457
Licensed nursing personnel, 457, 458
Licensed practical nurses, 86, 457, 458, 480; educational requirements for, 87
Licensed vocational nurses, 86
Licensure, 107: for advanced practice registered nurses, 88; competencies and, 295; credentialing/privileging process and, 112; for pharmacists, 90; for registered nurses, 87; verification of, 96. See also Certification
Life insurance plans, 332; employer-sponsored, 339; types of, 339, 340
Lifelong learning, 96
Line managers, 26, 28
LinkedIn, 192
LIPs. See Licensed independent practitioners
Litvak, E., 481
Living wage (case), 549–51
Lockouts, 400
Locum tenens physicians: reimbursement for, 308–9
Longenecker, C. O., 256
Long-term care, 98
Long-term care insurance, 338–39
Long-term disability insurance, 337–38
“Love contracts,” 69
Lovell, V., 471
LPNs. See Licensed practical nurses
LTC. See Long-term care
LTD. See Long-term disability
Lump-sum merit pay, 294
Lushington, K., 470
LVNs. See Licensed vocational nurses
Macro-level policy: micro-level healthcare workforce outcomes and, 427–29
Magnet hospitals, 222
Magnetic resonance imaging, 441
Magnet model: “Structural Empowerment” component of, 322
Mahmoodian v. United Hospital Center, Inc., 110, 111
Mahto, T. V., 197
Managed care, 6, 81, 98, 102; development of, 303; physician union movement and, 409
Management by objectives: basic premise of, 253; characteristics of, 254
Management information systems, 17
Management Position Description Questionnaire, 149
Mandatory bargaining issues, 397, 398
Marginal job function: definition, 155
Marijuana industry: unions and, 416
Market pricing: of jobs, 293
Maslow, A., 282
Massachusetts: nursing work hours in, 411
Massachusetts Department of Corrections, 48
Massage therapy, 312
Master of business administration (MBA), 94, 95
Master of health administration (MHA), 94, 95
Master of public administration (MPA), 94
Master of public health (MPH), 94
Mausner, B., 282
Maxim Staffing Solutions, 170
Mayo Clinic, 21, 27; “Best Company” designation for, 188; new employee welcome at, 377; onboarding at, 376; recruitment message of, 187–88
MBO. See Management by objectives
McHugh, M. D., 220
Means, Michael, 365
Measurement: of human resource practices, 5
Mediabistro, 192
Mediation, 62, 399
Medicaid, 109
Medical directors: physicians employed as, 309
Medical education: credentialing/privileging process and, 112
Medical errors, 504, 507
Medical Group Management Association: Compensation and Production Survey and Cost Survey of, 298
Medical homes, 297
Medical innovation, 98
Medical insurance: employer-based, advent of, 303
Medical marijuana, 416
Medical practice management, 99
Medicare, 109, 324; Conditions of Participation, 108; electronic health record incentive program, 503; Part A, 328; value-based systems and, 297
Medicare Prescription Drug, Improvement, and Modernization Act of 2003, 325
Mental Health Parity Act, 327, 334
Mentoring, 364–65, 373, 374
Mergers and acquisitions, 186
Merit-based pay, 294
Meritocratists, 125
Meritor Savings Bank v. Vinson, 41–42
MetLife: employee empowerment at, 163
Metrics. See Human resources metrics
Meyers Primary Care Institute (Massachusetts), 307
MFI. See Model for Improvement
MGMA. See Medical Group Management Association
Microsoft, 194; stack ranking and, 250
Microsoft Excel 2013: unhiding worksheet in, 450n3
Migration: of healthcare workers, 432, 435–36; streams, 200–201
Military leave, 49, 52, 53
Millennials: benefits and, 344; in nursing workforce, 469; values and attitudes of, 19; in workforce, 18
Minimum wage, 39
Minorities: in workforce, 17, 18
Minority Trustee Candidate Registry (American Hospital Association), 129
Mission: organizational, 14
Mission statement, 14
Misuse, 507
Mobile devices, 14, 192
Mobile learning (m-learning), 378
Model for Improvement: stages in, 510–11
Modeling: definition, 431
Mohr, V., 287
Monster.com, 192, 378
Montana: at-will doctrine and, 45
Moody, R. C., 484
Mortality rates: nurses’ educational backgrounds and, 480
Motivation: intrinsic vs. extrinsic rewards and, 282
Motorola, 511
MRI. See Magnetic resonance imaging
MSHP. See Multiskilled health practitioner
MSNBC, 549
Multiculturalists, 125
Multirater assessment, 246
Multiskilled health practitioners, 161, 162, 172
Multisource appraisals, 265; advantages/disadvantages of, 246
Murphy v. United Parcel Service, Inc., 51
National Association for the Advancement of Colored People, 551
National Association of Health Services Executives, 132
National Association of Long Term Care Administrator Boards, 95
National Association of Public Hospitals and Health Systems, 124
National Council on Interpreting in Health Care, 131
National Database of Nursing Quality Indicators, 483
National Doctors Alliance, 410
National Forum for Latino Healthcare Executives, 132
National Health Service Corps, 188
National Institute on Minority Health and Health Disparities, 134
National Labor Relations Act, 44, 50, 51, 392, 393, 396, 397, 404, 405, 406, 407, 415
National Labor Relations Board, 44, 50, 51, 393, 395, 396, 397, 402, 404, 405, 407, 410, 411, 415
National League for Nursing, 100
National Occupational and Wage Estimates, 92
National Patient Safety Foundation, 508
National Practitioner Data Bank, 109, 113
National Quality Forum, 311
National Sample Survey of Registered Nurses, 86, 99, 475
National Union of Healthcare Workers, 409
Needleman, J., 480
Negligent credentialing or privileging, 108, 110
Negotiation phase: in labor relations process, 397–400
Network models, 297
Newborns’ and Mothers’ Health Protection Act, 327
New Deal, 38
New-employee orientation, 376–77
New England Journal of Medicine, 547
NLRA. See National Labor Relations Act
NLRB. See National Labor Relations Board
NLRB v. Kentucky River Community Care, Inc., 403, 403–4
Noncompetition/nonsolicitation clauses, 46
Nondiscrimination in employment, 47
Nonphysician licensed independent practitioners, 101
Nonproductive time: nursing full-time equivalent calculations and, 477
Nonprofit Employment Trends Survey, 356
Nonqualified retirement plans, 342
North Carolina State Highway Patrol, 48
No-strike clauses, 400
Novices, 81
NPs. See Nurse practitioners
NSSRN. See National Sample Survey of Registered Nurses
NUHW. See National Union of Healthcare Workers
Nurse activist: interview with, 413–14
Nurse dissatisfaction: top drivers of, 220
Nurse managers: culture of retention and, 221
Nurse–nurse conflict, 466, 474–75
Nurse–physician relationships: nurse staffing, workload, and, 466, 472–74
Nurse practitioner programs: number of graduates from, 433
Nurse practitioners, 89, 161
Nurses, 86–89; advanced practice registered, 88–89; bullying among, 262; critical role of, in healthcare organizations, 455–56, 487; demographic profiles of, 86–87; foreign-trained, 449n1; international migration of, 200; licensed practical, 86, 87–88, 457, 458, 480; licensed vocational, 86; number of, in healthcare workforce, 429; recruitment of, metrics and, 531; registered, 86, 87–88, 457, 458, 480, 481; retention of, research findings on, 278–79; roles for, 86; unionism and, 411–13, 471–72; value-based purchasing and, 485–86; wages, and retention rates for, 435; work-related stress and, 412–13
Nurse staffing, 487; adequate, ensuring, 481; appropriate levels of, 459; average nursing workload and, 460–61, 461; definition, 457; floating and, 490n6; full-time equivalent calculations, 498–502, 499, 500, 501, 502; historical data and, 465–66; managing, key issues in, 466, 466–81; measuring, 457; patient population data and, 464–65
Nurse staffing ratios and state nursing association (case), 545–46
Nurse-to-patient ratio, 457, 459, 462
Nurse workforce: aging of, 466, 468–70; of future, 481–83; information technology and, 483–85; projected growth of, 218
Nurse workload, 487; average, basic components of, 460–61, 461; calculating, 460; definition, 457, 460; managing, key issues in, 466, 466–81; measuring, reasons for, 461–62; stakeholder perspectives and, 462–64; turnover and, 456
Nursing: essence of, 86
Nursing care hours per patient day: nursing full-time equivalents, staffing, and, 479
Nursing home administrators: educational requirements for, 95
Nursing homes: quality-of-care ramifications in, 286, 287; turnover rate in, 219
Nursing hours: calculating, 479
Nursing labor market: aging of nursing workforce, 99–100; barriers to available educational resources,
100; lack of capacity to accept qualified applicants, 100; supply and demand in, 99–100
Nursing process: components in, 86
Nursing shortage, 456; case, 546–49; workforce diversity and, 475
*Nursing Times*, 412
Nursing turnover: studies on, 219–21
Nursing work: nature of, 466, 470–71
Nuru-Jeter, A., 134

*Oakwood Healthcare, Inc.*, 404, 404
Obama, Barack, 402, 483, 539
Obama, Michelle, 539
Obesity: Equal Employment Opportunity Commission and, 53; rate, 469
Observations: job analysis and, 148, 171
Occupation: profession vs., 80
Occupational Information Network (O*NET), 151, 152
Occupational Safety and Health Act: job descriptions and, 156
Occupational Safety and Health Administration, 70, 329
OCP. See Organizational culture profile
OD. See Organizational development
O’Daniel, M., 473
Office-based physician practice: reimbursement mode and, 305–6
Office of Inspector General, 113
Office practice: physician compensation and, 305–6
Onboarding, 376, 380
Oncale v. Sundowner Offshore Services, *Inc.*, 43
On-call workers, 169
O*NET. See Occupational Information Network
Ongoing Professional Practice Evaluation, 116, 117, 119
Online learning, 378
Online meetings, 379
Online technologies: evaluation of job applicants with, 193
Operational employee relations: strategic tools for, 63–65
OPPE. See Ongoing Professional Practice Evaluation
Organizational characteristics: job choice and, 185
Organizational chart: job analyses and, 148
Organizational culture, 8
Organizational culture profile, 203
Organizational design, 16
Organizational development, 4; change management, 360, 362; coaching/consulting contract, 358, 359; competencies needed, 354; employee engagement and, 354–57; objectives and services in, 353–54; performance improvement consultation, 357–60, 358; significance of, 352; succession planning, 360, 362–65, 363; trends in, 377–80
Organizational knowledge: efficient nurse staffing and, 477
Organizational outcomes: human resources metrics and formulas, 530; performance and, 21–22; positive associations with high-performance organizations, 533
Organizational performance: human resources practices and, 5
Organizational reimbursement for performance: criticisms of, 281
Organization mission: corporate strategy and, 14–23
Organized labor, 389; labor relations process, 392–93, 395–402; managing with, 389–421; summary of legislative and judicial rulings, 402–8, 403–4; unionization overview, 391–92
Organizing healthcare workers:
  Affordable Care Act and, 415–16; house staff, 410–11; Internet and, 414–15; medical marijuana industry and, 416; nurses, 411–14; physicians, 409–10; unions and, 408–9
Orientation process, 375–77; best-practice ideas and, 377; content and, 376; employee engagement and, 375; information conveyed during, 377; logistics and, 376
OSHA. See Occupational Safety and Health Administration
Ostracism: bullying and, 263
Otondo, R. F., 197
Outcomes: definition, 284; in Donabedian model of quality, 505; increasing, perceived inequities and, 285; in nursing process, 86; performance and, 20–21; performance appraisals and, 247. See also Organizational outcomes
Outpatient facilities, 98
Outsourced subcontractors, 170
Outsourcing, 6, 26, 28
Overpayment inequity, 284
Overseas employment, 69
Overtime pay, 166, 412
Overuse, 506
PA. See Physician assistant
Pareto charts, 513
Partners HealthCare (Massachusetts), 311
Part-time employees, 170
Patient-centered care, 441–42, 505
Patient-centered medical homes, 438
Patient classification systems, 464
Patient safety: definition, 504; nurse staffing and, 479, 545
Patient satisfaction: employee satisfaction and, 356; nurse–physician relationships and, 473–74; nursing care and, 456, 486
*Patrick v. Burget*, 110, 111
*Patterson v. McLean Credit Union*, 42
Pauly, M. V., 298
Pay bands, 289
Pay equity: addressing, 285
Pay Equity Act (Ontario), 540
Pay-for-performance programs, 277, 480, 485; criticisms of, 300, 302–3; designing system for, 281; in healthcare, 296–97, 299–300; healthcare quality and, 299–300; implementing, executives’ experiences with, 301; objective of, 280–81; supporters of, 302
Pay-for-quality programs, 297
Payroll data, 465
Payroll taxes, 328
PBL. See Problem-based learning
PCMHs. See Patient-centered medical homes
PDSA. See Plan-Do-Study-Act
Pension Benefit Guaranty Corporation, 347
Pension Protection Act of 2006, 325
Performance: Baldrige Performance Excellence Program and, 236, 237–38; Joint Commission and, 236; outcomes and, 20–21
Performance appraisals, 205, 241, 265; content of information in, 246–47; deflating, reasons for, 257, 257; evaluating frequency of, 258; focus on employee behavior and results, 259; focus on future performance and problem solving, 259; follow-up to, 260; multiple sources of information for, 259; political pressures and, 256; preparing for, 258–59; ranking, 249–50; reinforcement of positive performance and, 259–60; use of term, 236
Performance-based pay, 294–303
Performance evaluations, 64–65; job description and, 153; valuable, techniques for, 258–60
Performance improvement consultation, 357–60, 358
Performance improvement diagnostic model, 361
Performance management, 4, 235–72, 265; conducting effective interviews, 257–60; cynicism about, 254–57; definition, 236; managerial responsibilities and activities in, 241–42; negative connotations of, 239–40; relationship of, to other human resources management functions, 237; role of, 241–43
Performance reviews: political pressures and, 256
Performance technology, 360
Periodic performance review, 242, 243
Personal bias: rating errors and, 255
Personality tests, 205
Person–job fit, 202, 203
Person–organization fit, 202, 203, 204
Peter Principle: avoiding, 193–95
Petersen, L. A., 299
Pharmacists, 90
Pharmacy schools: number of graduates from, 433
PHI. See Protected health information
Physical ability tests, 205
Physical demands of job, 145
Physical examination, 205
Physician assistant programs: number of graduates from, 433
Physician assistants: evolving role of, 161
Physician compensation: difficulties and conflicts in, 309–10; future directions for, 310, 312–13; hospital-based physicians and, 307–8; locum tenens physicians and, 308–9; medical directors and, 309; office practice and, 305–6; special considerations for, 303–13; staff model and, 306–7; trends in, 311
Physician engagement (case), 542–45
Physician executives, 94, 95
Physician Quality Reporting System, 297, 503
Physicians: African-American, 135; age and gender of, and hours worked, 433; changing arrangements between healthcare organizations and, 98; as entrepreneurs, 313; financial incentives for productivity of, 298; financial rewards and complex motivations of, 299–300; international migration of, 200; male and female, hours worked in North Carolina in 2011, 434; quality metrics and, 297; recruitment of, 188; supply forecast, 440; unionism and, 409–10. See also Nurse–physician relationships
Physicians for Responsible Negotiations, 409, 410
Physician staffing agencies, 309
Pickard, B., 484
Piecework, 294
Plan-Do-Study-Act cycles, 510
Plasticity, 435; calculating, 443; sample matrix, 444
Plymouth Colony: military retirement program of 1636, 323
Point system: developing and implementing, 291–92; hypothetical points allocated in, 292
Poliner v. Texas Health Systems, 111, 112
Political pressures: performance reviews and, 256
Population-based approaches: demand for healthcare services and, 442–43
Position: definition, 144
Position Analysis Questionnaire, 149
Positive psychology, 353
Potter, P., 470
Powell, S. G., 431
PPA. See Pension Protection Act of 2006
PPO. See Preferred provider organization
Practitioner impairment, 97–98
Praeger Handbook of Black American Health, 134
Predictive validity, 209, 210; of job interview, 212
Preferred provider organization, 331
Pregnancy discrimination, 69
Prejudice: definition, 126–27; in workplace, 126–27
Premium pay, 221
Prescription drug benefits, 332, 336
Press Ganey: Power Items, 357
Price Waterhouse v. Hopkins, 42, 43
Primary care physicians: estimated use of, per 100,000 persons within each age group in 2010, 437, 437; evolving role of, 161; in group practices, 99
Primary verification, 96
Privacy: employee, 69
Privileging: concerns and issues with, 115–17; credentialing of healthcare providers and, 107, 108; elements in process of, 112–13; future trends in, 119; obligations related to, 108–9; significant cases related to, 111; typical encounter in, 118–19
PRN. See Physicians for Responsible Negotiations
Problem-based learning methodology: cases used with, 537–53; process in, 527–39
Process: in Donabedian model of quality, 505
Process analysis: quality improvement and, 521
Process improvement teams: in healthcare, 164
Product differentiation, 3
Productive time: nursing full-time equivalent calculations and, 477
Profession: occupation vs., 80
Professional certification societies, 113
Professionalization, 80–82
Proficient individuals, 81
Profit-sharing plans, 294
Projected patient days: nursing full-time equivalents, staffing, and, 479
Project teams: in healthcare, 164
Promotions: alternatives to, 222; job choice and, 185, 186
Property interests, 46
Prospector professions, 102
Protected health information, 326
Prudential, 306, 307
Psychological safety: quality improvement teams and, 521
Psychological tests, 205
Public Health Service Act: Title VIII of, 88
QI. See Quality improvement
QuadraMed, 464
Qualified retirement plan, 340, 342
Quality: defining, 504–5; Donabedian model of, 504–5; key issues in, 506–7; process improvement and, 508–9; quality improvement and, 505–6
Quality assurance model, 505
Quality-focused pay for performance, 297, 299–300
Quality improvement, 503; common strategies in, 509–12; common themes and tools in, 512–13; history of, 507–8; importance of human resources in, 513–14; quality and, 505–6; recipes for failure in, 516; training, 518
Quality metrics, 297
Quality of care: nurse staffing, costs of care, and, 466, 479–81
Questionnaires: structured, job analysis and, 149
Queuing theory, 484
Quid pro quo sexual harassment, 41, 43
Racial discrimination, 131
Racial harassment, 43
Ranking: job value assessment and, 288; performance appraisals and, 249–50
“Rank or yank” approach, 249, 250
Rating errors: common, 254–55; overcoming, strategies for, 255
RBC. See Revenue-based compensation
Realistic job previews: recruitment messages and, 197
Reasonable accommodation (Americans with Disabilities Act), 39–40, 42, 61, 130, 155, 156
Receiving countries: recruitment implications, 201
Recognition phase: in labor relations process, 393, 394, 395
Recruitment, 181, 183–201; cost per applicant, 199; costs associated with, 220; definition, 183; diversity of applicants, 199–200; diversity program and, 138; effectiveness and efficiency, measures of, 198–99; employee benefits and, 322; evaluating function of, 197, 199–200; external, 193; external competitiveness and, 286; factors influencing job choice, 184–89; goal of, 183; of healthcare professionals, 101–2; internal, 193; international, 200–201; mobile devices for, 192; nurse–physician relationships and, 473; of nursing and allied health profession students, 100; performance management and, 237; of physicians, 188; potential legal problems in, 57; quantity and quality of applicants, 199; rural hospitals and, 188; stages in process of, 189, 191–96; time or time-to-fill, 200; turnover levels and, 467–68; work schedule redesign and, 166
Recruitment messages, 187–88; content of, 196–97; realistic job previews and, 197
Reference checks, 209–11; guidelines for appropriate use of, 211; reliability of, 210; validity of, 210–11
Reflection of service population: diversity program and, 137
Registered nurses, 86, 457, 458, 480, 481; educational requirements for, 87; high demand for, 218; projected shortage of, 101; unionized, 411
Registered pharmacists (RPh), 90
Rehabilitation Act of 1973, 40
Relative capacity: calculating, 443–44
Reliability: of appraisal criteria, 244; definition, 201; of job interview, 212; of reference checks, 210; relative, of measurement of human attributes, 208; of selection tools, 206, 208
Relocation assistance, 185
Reorganizations, 186
Representation: business case for diversity and, 128
Reproductive endocrinologists, 312
Residency and specialty training: credentialing/privileging process and, 112–13
Respect: organization-wide, diversity program and, 138
Results-based evaluation systems, 253–54
Resumes, 193, 217
Retaliation charges, 55, 61
Retention, 181, 217, 472; bonuses, 280; diversity program and, 138; employee benefits and, 322; of experienced nurses in top-performing organizations, 278–79; of healthcare professionals, 101–2; nurse–nurse conflict and, 474; nurses, wages, and, 435; orientation and, 376; rate, 219; strategies,
221–23; training and, 366; turnover levels and, 467–68; value of, 182; work schedule redesign and, 166
Retirement: delaying, 445; rates of, 434–35
Retirement plans, 339–40, 342–43
Revenue-based compensation, 283
Rewards: teamwork and, 518–19
Right-to-work laws, 405
“Ritual hiring,” 203
RNs. See Registered nurses
Robert Wood Johnson Foundation, 185, 278; RN Work Project, 262
Robotics, 17
Rodriguez v. City of Chicago, 40
Role playing, 373
Romance in the workplace, 68–69
Roosevelt, Franklin D., 38
Roper, William, 352
Rosenstein, A. H., 473
Rosenthal, M. B., 298
Rosse, J. G., 203
Roth plans, 343
Rowe v. General Motors Corporation, 155
Run charts, 513
Rural hospitals: recruitment challenges at, 188
Safety: quality and, 505
Salaries, 277; broadbanding and, 289–91; equity issues and, 285; external competitiveness and, 286; extrinsic rewards and, 282; job choice and, 185–86; for physicians within academic settings, 308; primary care vs. specialty care, 429
Salary surveys, 293
SAM. See Successive approximation model
Same-sex marriage and human resources policy (case), 551–53
Same-sex partners: benefits and, 344
Sample job tasks, 205
Sandberg, Sheryl, 539
Savvy Start, 367
Scenarios, 431, 442
Schmalenberg, C., 466
Scope of practice, 429
Scribes, 441
Seago, J., 471
Search warrants, 47
Seclusionists, 125
Secondary verification, 96
Second-quartile strategy, 286
SEIU. See Service Employees International Union
SEIU Healthcare, 408, 409
Selection, 181, 201–17; costs associated with, 220; criteria for, 182; goals of, 201; performance management and, 237; primary goal of, 204; question of fit in, 202–4; simple hiring vs., 201
Selection tools: common, 205; definition, 204; job requirements and, 204–6; reliability and validity of, 206, 208–17
Self-appraisals, 244–45, 259, 265
Self-directed teams: in healthcare, 164
Self-insurance, 334, 345
Sending countries: migration streams, 200–201
Senior management: performance management and support of, 260
Separation of powers, 52
Serial retirement, 434–35
Service Employees International Union, 410, 415, 541; ends relationship with AFL-CIO, 408
Service sector: rise of, 7
Sex discrimination: lesbian, gay, and bisexual employees and, 53, 54
Sexual harassment: bullying compared with, 264; Equal Employment Opportunity Commission definition, 41; key court decisions, 41–42, 43; quid pro quo, 41, 43
Sexual orientation discrimination (case), 224–27
Shared service centers, 26
Sherman Antitrust Act of 1890, 409
Sherwin Williams: virtual assessments developed by, 193
Shortages in healthcare industry:
  aging workforce and, 322; equity issues and, 285; labor shortages, 103; nursing shortages, 456, 475, 546–49; organizational options for, 445, 445, 446; skill shortages, 7; turnover and, 467; workforce shortages, 429
Short-term disability insurance, 338
SHRM. See Strategic human resources management
SHRM model, 13; benefits of, 9–10; components in, 9; internal and external environmental assessment, 12, 14; process in, 10, 12
Sick leave, 330
Sides v. Duke University, 45
Signing bonuses, 221
Similarity bias: rating errors and, 255
Simkins v. Moses H. Cone Memorial Hospital, 131
Sims, H. P., 256
Simulation, 373, 374
Situational questions: job interviews, 213
Situational validity: aptitude tests and, 217
Six Sigma, 353, 511, 519
Skill shortages, 7
Skills-based pay, 296
Skills inventory database, 191
Slater v. Douglas County, 40
Smartphones, 14, 48, 49
Snowe, Olympia, 539
Snyderman, B., 282
Social exclusion: bullying and, 263
Social media, 7, 17, 44, 49, 50, 51; employer research via, 322; policy, 418; recruitment and, 19, 191
Social networking, 415; unions and, 414
Social responsibility: succession planning and, 364
Social Security Act (1935), 323–24
Social Security payroll taxes, 328
Society for Human Resource Management, 6, 7, 124, 165, 166, 167, 210, 293, 352, 532
Society of Corporate Compliance and Ethics, 49
Solo physician practices: reimbursement mode and, 305
Southern Ohio Medicine Center (SOMC), 23
Specialist physicians: evolving role of, 161
Specialization in healthcare, 160–71; alternative redesign approaches to, 161; disadvantages of, 161; employee empowerment, 162–63; job enlargement/job enrichment, 161–62; work group design and redesign, 163–65; work schedule redesign, 165–71
Specialty board certification, 118
Specialty Healthcare and Rehabilitation Center of Mobile, 396, 404
Specific job description, 145
Spetz, J., 471
“Stack ranking,” 249–50
Staffing, 4; mix, nursing full-time equivalents and, 479; profiles, characteristics of, 8; strategy, 15
Staffing effectiveness: definition, 23
Staffing level, 457
Staffing management: human resources metrics and formulas, 530; positive/negative associations with high-performance organizations, 533
Staff model: physician compensation and, 306–7
Staff-model groups: fallout from, 307
Staff shortages: turnover and, 467
Stakeholders: definition, 8; satisfaction measures, 21; types of, 8, 18
Starbucks: virtual assessments developed by, 193
State medical licensure board, 113
Stereotypes: definition, 127
Stevens, S. R., 220
Stock options, 282
Stop-loss coverage, 332
Stop-loss insurance, 345
Strasen, L., 477
Strategic human resources management, 504, 529; definition, 2; human resources policies and procedures, 59; job analyses as cornerstone of, 144; reasons for studying, 2–3. See also SHRM model
Strategy-based metrics, 532
“Straw that broke the camel’s back” situation, 68
Stress, 487; nurses’ workload and, 466–67
Strict distributional rating errors, 255
Strikes, 400, 401–2, 406, 406; nurses and threats of, 411, 412, 416; patients’ morbidity and mortality and, 471
Structure: in Donabedian model of quality, 505
Structured interviews, 213
Student interns, 170
Subordinate appraisals, 245, 265
Succession planning, 360, 362–65, 363, 380; performance management and, 237; purpose of, 362
Successive approximation model, 367, 369
Sullivan Commission Report, 131
Supervisory status: unions and National Labor Relations Board ruling on, 403, 411
Sutton v. United Airlines, Inc., 51
SWOT (strengths, weaknesses, opportunities, threats) analysis, 14–15
Systems diversity, 126
Talent management, 377–78
Tangible employment action, 43
Targeted selection, 204
Task force teams: in healthcare, 164
Tax-deferred retirement plans, 343
Taxes: payroll, 328
Taylor, L., 264
Team-based appraisals, 245, 265
Team-based compensation, 245
Team-based incentives, 294–95
Team effectiveness: antecedents of, evaluating, 516–17; human resources and, 514–22, 515; individual-level factors in, 517–19; organization-level factors in, 522; team-level factors in, 519–22
Teams: composition of, 519; definition, 163; optimizing functioning of, 164–65; successful, characteristics of, 163; training programs for, 97; types of, in healthcare, 163, 164, 164
Technical competencies, 150
Technical competency method: of job analysis, 150, 171
Technicians/assistants: educational requirements for, 93
Technology, 6, 7; demand for healthcare services and, 439, 441; employment law and, 48–49; human resources strategy and, 17; mobile devices, 14; nurse workforce and, 483–85; recruitment and use of, 191–93, 192; twenty-first century workplace and, 49–51
Telecommuting, 165, 167–69, 169
Telemedicine, 98
Temporary workers, 169, 170–71
10 Lenses: Your Guide to Living and Working in a Multicultural World (Williams), 124
Term group life insurance, 339
Termination, 58–59; costs associated with, 220; deflated performance appraisals and, 257; discipline for unacceptable conduct and, 67
Terminology of Health Care Interpreting, 131
Terrell, C., 135
TheLadders job search site, 192
Theoretical understanding, 81–82
Therapists/technologists: educational requirements for, 93
Third-party payment: compensation issues and, 277
Third-quartile strategy, 286
Thompson, Eric, 55
Thompson v. North American Stainless, 55
360-degree appraisal, 246, 252, 265
Timeliness: quality and, 505
To Err Is Human (Institute of Medicine), 507, 508
Total compensation, 185, 275, 322; value of, 328
Total quality management, 508, 516; definition, 509; principles of, 509–10
Toxic managers, 260–64
Toyota Manufacturing, Kentucky, Inc. v. Williams, 51
Toyota Production System, 512
Toyota v. Williams, 51, 52
TQM. See Total quality management
Traditionalists: values and attitudes of, 19
Training and development, 4, 96–97, 352; basic iterative design, 369; costs associated with, 220; customer service, 380; designing for sustainability, 367–73; dimensions of, 366; ethics, 380; evaluation of, 372–73; formats, 367; future trends in, 378; human resources metrics and formulas, 530; implementation and effectiveness of, 372; instructional methods, 373–75; needs assessment for, 369–70, 370; objectives and priorities, establishing, 371; online, 378; performance management and, 237; pipeline, 432, 433–34; positive/negative associations with high-performance organizations, 533; quality improvement, 518; retention and, 366
Training design, 367; combined ADDIE/SAM model, 369–73
Training plan: development of, 371 “Trait” theories: of leadership, 520
Transcendent individuals, 125
Transgender individuals: Equal Employment Opportunity Commission and discrimination against, 53, 54
Transitional care, 442
Transparency in healthcare: pay-for-performance and, 302
Tufts Health Plan (Massachusetts), 311
Tuition reimbursement, 343
Turnover, 182, 217, 218, 393, 466; compensation policy and, 277, 278; costs associated with, 220–21; dealing with, 468; external competitiveness and, 286; nurse workload and, 456; nursing, studies on, 219–21; rate, 218–19; staff shortages and, 467
TweetMyJobs, 192
Twitter, 49, 192
20-70-10 plan, 249–50
Twibell, R. J., 220
Twitter, 49, 192
UFCW. See United Food and Commercial Workers International Union
Uncertainty, 7
Unconditional no-strike clauses, 400
Underpayment inequity, 284
Underuse, 506–7
Unemployment compensation, 328–29
Unequal Treatment: Confronting Racial and Ethnic Disparities in Health Care (Institute of Medicine), 134

Unfair labor practices, 393

Uniformed Services Employment and Reemployment Rights Act, 325, 330

“Uniform Guidelines for Employee Selection Procedures,” 154, 155, 171

Union elections, 396, 407; election activity in health service elections in 1995–1999 and 2009, 408

Unionization: in healthcare, 390, 392, 418; impetus behind, 393; nurses and, 411–13; overview of, 391–92; physicians and, 409–10

Unions, 44, 293; decline in membership, 391–92; definition, 389; management guidelines, 416–18; nurse staffing and workloads and, 466, 471–72; organizing, 186, 187; websites, 414. See also Organizing healthcare workers

United Food and Commercial Workers International Union, 416

United States: healthcare spending in, 429; history of employment law in, 38–48; nursing turnover in, 219–20

United States v. North Carolina, 48

Unit knowledge: efficient nurse staffing and, 477

Universal life insurance program, 339

University HealthSystem Consortium, 322

University of North Carolina Hospitals: Targeted Selection approach, 204

University of North Carolina Medical Center: employee engagement at, 357; Learning and Organizational Development Department of, 354

University of Texas Southwestern Medical Center v. Nassar, 55

Unlicensed nursing personnel, 457, 458

Unstructured interviews, 212

Urban Institute, 550

Ury, W., 397

U.S. v. Commonwealth of Massachusetts, 48

U.S. v. New York City Transit Authority, 40

USA Today, 549

US Department of Labor, 324, 347; Wage and Hour Division, 42

USERRA. See Uniformed Services Employment and Reemployment Rights Act

US Public Health Service: allied health professional defined by, 90

U.S. v. City of Chicago, 155

Utilization data, 465

Utilization of care: demand for healthcare and, 436; epidemiology and, 437

Vacancy rates, 218, 219

Vacation leave, 329

Validity: of appraisal criteria, 244; concurrent, 209; construct validity, 209; content validity, 208–9; criterion-related, 209; definition, 208; of job interview, 212; predictive, 209, 210; of reference checks, 210–11; of selection tools, 208–9

Value-based purchasing: nurses and, 485–86; performance domains and basis of, 486

Value-based systems, 297

Value congruence, 202

Van Herck, P., 302

Variable compensation, 294, 303

Vertical bullying, 262

Vertical expansion of duties: job enlargement and, 161

Vertical integration, 444
Veterans: in nursing workforce, 469
Veterans Affairs Medical Center, 118
Victim/caretakers, 125
Videoconferencing, 379
Virtual assessments, 193
Virtual Job Tryout, 193
Virtual teams, 163, 164
Vision insurance, 332, 336
Voluntary bargaining issues, 397
Voluntary benefits: types of, 343

Wage gap: gender and, 539, 540
Wages, 277; equity issues and, 285;
  external competitiveness and, 286;
  extrinsic rewards and, 282; healthcare spending and, 429; nurses, unionization, and, 471; nurse workforce retention rates and, 435; total compensation and, 185
Wage surveys, 293
Walden Personnel Testing and Consulting, 217
Wall Street Journal, 240, 550
Wards Cove Packing Co. v. Arizona, 41, 42, 43
War for Talent (Michaels, Handfield-Jones, & Axelrod), 377
“Warm body” approach, 203
Warner, M., 484
WBL. See Workplace Bullying Institute
Web-based job analysis methods, 150–51, 171
Webinars, 379
Welch, Jack, 249
Wellness and fitness programs, 334–35
Weyland, A., 202
Whistle-blowing, 45
White, K. R., 102
Williams, Mark, 124
Winwood, P. C., 470
Witt/Kieffer, 132
Woehr, D. J., 202
Wolf, J. A., 5
Wolf, L. D., 470
Wolosin, R., 486

Women: in workforce, 17, 18
Women & Infants Hospital (Rhode Island), 204
Women’s Health and Cancer Rights Act, 327
Worker-requirement questions, 213
Workers’ compensation laws, 69, 329
Workforce: multigenerational, 18;
  reductions in, 6; shortages in, 429
Workforce diversity, 6, 7, 17, 102–3,
  123–39; business case for, 127–31,
  139; defining diversity and inclusion, 124–26; diversity management, 134; effective diversity programs, components of, 136–38; governance impact, 129–30; impact on care delivery, 134–36; at Johns Hopkins Medicine, 188; legal issues, 130–31; managing, 126; nurse staffing and, 466, 475–76; overview, 123–34; prejudice in workplace and, 126–27
Workforce models: strengths and weaknesses of, 430–32
Workforce planning: estimating demand for healthcare services, 436–39, 441–42; estimating supply of workers, 432, 432–36; goal of, 427; macro-level policy and micro-level outcomes, 427–29; matching supply to demand, 442–44; in rapidly changing system, importance of, 429–30; shortages and surpluses, 444–45
Workforce Scorecard (Huselid, Becker,
  and Beatty), 21
Workforce utilization: diversity program and, 137–38
Work group design and redesign, 163–65
Working Mother’s 100 Best Companies, 23
Work–life quality and balance: diversity program and, 138
Workplace: prejudice in, 126–27
Workplace Bullying Institute, 260, 261
Work schedule redesign, 172; goal of, 165; innovations in, 165–71
Work stoppages: in healthcare settings, 400; nurses and, 411
Work units, 144
Workweek: standard, 39

World Health Organization: Global Code of Practice, 201
World War II, 324; medical subspecialties and, 303
YouTube, 49
Zimmerman, R. D., 202
Zuckerberg, Mark, 49