

American Public University System
American Military University | American Public University
HCAD605

Course Summary

Course : HCAD605 **Title :** Human Resource Management in Healthcare

Length of Course : 8 **Faculty :**

Prerequisites : HCAD500 **Credit Hours :** 3

Description

Course Description:

This course serves as an advanced course in human resource management with an emphasis on the health care workforce. Students will explore the intricacies associated with recruiting, hiring, and managing healthcare workers. Organizational culture as it pertains to human resources will be examined, and strategic planning will be highlighted. (Prerequisite: HCAD500)

Course Scope:

This course will provide the graduate student with a comprehensive overview of human resources in healthcare. We will also discuss theories, requirements, and practices associated with managing human resources in healthcare organizations. Key topics will include: (1) employment law and employee relations, (2) performance management, (3) job analysis and design, (4) recruitment and retention, and (5) the use of strategic human resources management to gain a competitive edge in a healthcare environment.

Objectives

- The seven course learning competencies are to:
1. Examine the significance of strategic human resources management to healthcare managers
 2. Discuss human resource principles and concepts as they apply to healthcare organizations
 3. Analyze applicable laws related to human resource management
 4. Apply knowledge to understand, analyze and discuss a variety of human resource issues in healthcare
 5. Develop and implement human resource strategies that can be utilized to solve various management and operational issues
 6. Explain the role of organized labor in healthcare
 7. Analyze how changes and external trends impact organizational human resources

Core Competencies:

The APUS Master of Science in Healthcare Administration is seeking accreditation through the Commission on the Accreditation of Healthcare Management Education (CAHME). One requirement for being accredited is that "The Program will adopt a set of competencies that align with the mission and types of jobs graduates enter. The Program will use these competencies as the basis of its curriculum, course content, learning objectives and teaching and assessment methods (CAHME Eligibility Requirements and Accreditation

Criteria Revisions, Section III.A.1). The competencies identify the most important types of knowledge and skills that APU's Graduate Healthcare Administration students are expected to acquire and develop, and they serve as the basis on which students' performance is assessed throughout their time in their program of study. Specifically, the combination of competencies and performance assessments based on the competencies seek to answer the question: What are the most important knowledge and skills that students should demonstrate at graduation based on the learning experiences offered during the program?

Accordingly, APU's Master of Science in Healthcare Administration, through the feedback of the program's advisory council and faculty, has adopted the [American College of Healthcare Executives' \(ACHE's\) Leadership Competencies for Healthcare Services Managers](#).

CAHME requires course syllabi to specify the level of competence students are expected to achieve for every competency this course emphasizes. The following competency levels indicate what I expect students to achieve for the competencies in this course.

BASIC (B): course assignment(s) include introduction to and/or some practice in developing this competency and assessment component is able to confirm that students understand what the competency is and has some limited ability or skill in this area;

INTERMEDIATE (I): course assignments emphasize developing this competency and assessment component is able to confirm that students have achieved moderate or average competence in this area;

ADVANCED (A): course assignments place major emphasis on developing this competency and assessment component is able to confirm that students have achieved notable or above average to major or significant competency in this area.

This course is designed to assist in developing the following core competencies:

Competency	Domain	Level	Course Objective(s)	Assessment Methods
Leadership	Leadership Skills and Behavior	I	1, 5, 7	Case Studies, Discussion Assignments, and Group Project
	Leading Change	I	5, 7	Discussion Assignments and Group Project
Communication and Relationship Management	Communication Skills and Engagement	I	5, 7	Group Project
Professional and Social Responsibility	Ethical Conduct & Social Consciousness	I		Case Studies, Discussion Assignments, and Group Project
Healthcare Workforce	Health Workforce	I	2, 4	Case Studies and Written Assignments
Business	Laws and Regulations	I	3	Case Studies and Discussion Assignments
	Human Resource Management	A	1, 2, 4, 5, 7	Case Studies and Written Assignments

Outline

Week 1: Strategic Human Resources Management in Healthcare and The Healthcare Professional

Learning Outcomes

Course Objective(s):

- Examine the significance of strategic human resources management to healthcare managers
- Discuss human resource principles and concepts as they apply to healthcare organizations

Weekly Objectives

- Outline key human resources functions
- Discuss the significance of strategic human resources management to present and future healthcare executives
- Identify the role of healthcare professionals in the human resources management function of healthcare organizations
- Define the elements of a healthcare profession
- Describe the healthcare professions and the required education levels, scopes of practice, and licensure of each

Required Readings

The Learning Material section contains the weekly lesson along with readings, videos, and other material that conveys this week's topics.

Assignments

-Introductory Discussion

-Week 1 Assignment: Healthcare Professions Analysis

Recommended Optional Reading

Recommended Media

Week 2: The Legal and Ethical Environment

Learning Outcomes

Course Objective(s):

- Examine the significance of strategic human resources management to healthcare managers
- Discuss human resource principles and concepts as they apply to healthcare organizations

Weekly Objectives

- Outline key human resources functions
- Discuss the significance of strategic human resources management to present and future healthcare executives
- Identify the role of healthcare professionals in the human resources management function of healthcare organizations
- Define the elements of a healthcare profession
- Describe the healthcare professions and the required education levels, scopes of practice, and licensure of each

Required Readings

The Learning Material section contains the weekly lesson along with readings, videos, and other material that conveys this week's topics.

Assignments

-Week 2 Discussion Forum

-Week 2 Assignment- Case Study Analysis

Recommended Optional Reading

Recommended Media

Week 3: Job Analysis and Design, Recruitment, Selection, and Retention

Learning Outcomes

Course Objective(s):

- Discuss human resource principles and concepts as they apply to healthcare organizations
- Apply knowledge to understand, analyze and discuss a variety of human resource issues in healthcare

Weekly Objectives

- Differentiate among job analysis, job (position) description, and job specifications
- Explain the changing nature of jobs and how jobs are being redesigned to enhance productivity
- Describe the major steps involved in recruiting and selecting employees
- Identify the most important factors related to employee turnover and retention

Required Readings

The Learning Material section contains the weekly lesson along with readings, videos, and other material that conveys this week's topics.

Assignments

-Week 3 Discussion Forum

-Week 3 Assignment- Case Study Analysis

Recommended Optional Reading

Recommended Media

Week 4: Performance Management, Compensation, and Benefits

Learning Outcomes

Course Objective(s):

- Discuss human resource principles and concepts as they apply to healthcare organizations
- Develop and implement human resource strategies that can be utilized to solve various management and operational issues.
- Apply knowledge to understand, analyze and discuss a variety of human resource issues in healthcare

Weekly Objectives

- Describe the purpose and approach of performance review
- Discuss the reasons that organizations engage in performance review
- Describe the purposes of compensation and compensation policy in healthcare organizations

- Make suggestions for the design and communication of employee benefit plans

Required Readings

The Learning Material section contains the weekly lesson along with readings, videos, and other material that conveys this week's topics.

Assignments

-Week 4 Discussion Forum

-Week 4 Assignment- A Critique of Performance Appraisals

Recommended Optional Reading

Recommended Media

Week 5: Organizational Development and Training

Learning Outcomes

Course Objective(s):

- Discuss human resource principles and concepts as they apply to healthcare organizations
- Develop and implement human resource strategies that can be utilized to solve various management and operational issues.
- Apply knowledge to understand, analyze and discuss a variety of human resource issues in healthcare

Weekly Objectives

- Discuss the role of organizational development
- Explain the importance of employee engagement
- Describe some of the challenges that organizations face associated with an e-learning environment

Required Readings

The Learning Material section contains the weekly lesson along with readings, videos, and other material that conveys this week's topics.

Assignments

-Week 5 Discussion Forum

Recommended Optional Reading

Recommended Media

Week 6: Organized Labor

Learning Outcomes

Course Objective(s):

- Discuss human resource principles and concepts as they apply to healthcare organizations
- Explain the role of organized labor in healthcare
- Apply knowledge to understand, analyze and discuss a variety of human resource issues in healthcare

Weekly Objectives

- Address the relationship between organized labor and management in healthcare

- Describe the role of unions in the healthcare workforce
- Review emerging labor trends

Required Readings

The Learning Material section contains the weekly lesson along with readings, videos, and other material that conveys this week's topics.

Assignments

-Week 6 Discussion Forum

Recommended Optional Reading

Recommended Media

Week 7: Diversity and Inclusion in the Workplace

Learning Outcomes

Course Objective(s):

- Discuss human resource principles and concepts as they apply to healthcare organizations
- Apply knowledge to understand, analyze and discuss a variety of human resource issues in healthcare
- Develop and implement human resource strategies that can be utilized to solve various management and operational issues.

Weekly Objectives

- Recognize the factors associated with creating an inclusive environment
- Recognize the importance of diversity and inclusion in the workplace
- Develop strategies for recruiting and retaining a diverse team

Required Readings

The Learning Material section contains the weekly lesson along with readings, videos, and other material that conveys this week's topics.

Assignments

-Week 7 Group Project: Creating a Diversity and Inclusion Initiative/Plan

-Group Project Peer Assessment

Recommended Optional Reading

Recommended Media

Week 8: Course Wrap Up

Learning Outcomes

Course Objective(s):

- Discuss human resource principles and concepts as they apply to healthcare organizations
- Apply knowledge to understand, analyze and discuss a variety of human resource issues in healthcare
- Develop and implement human resource strategies that can be utilized to solve various management and operational issues.

Weekly Objectives

- Demonstrate listening and communication skills
- Demonstrate reflective leadership by using self-assessment and feedback from others
- Prepare and deliver a PowerPoint presentation to a group of stakeholders

Required Readings

Assignments

-Week 8 Discussion Forum

Recommended Optional Reading

Recommended Media

Evaluation

Forum

Please join the forums each week. Replies must be posted in the week due and replies after the end of each week will not be graded. The Forums are for student interaction and input should be submitted before the week ends in order to fully participate in the discussions. Students should demonstrate their own knowledge in the forums and avoid copying and pasting from websites.

Guidelines:

- Post the initial response to each forum by **11:55pm, ET, Wednesday**.
- Initial responses are to be original in content and demonstrate a thorough analysis of the topic.
- Reply to **at least 2 of your classmates** in each forum **by 11:55pm, ET, Sunday**.
- Responses to classmates are significant to advance the forum.
- All forums can be accessed in the Forums section of the course.

Assignments:

Rubrics have been created and placed in the classroom. The rubrics in place will be used to grade written assignments.

Grading Scale

Grading Instrument	Percentage of Final Grade
Weekly Forums (6)	35
Written Papers/Case Study Analyses (4)	40
Group Project/Peer Assessment	25
TOTAL	100%

Grade	Grading Percent	Description	Grading:
A	94-100	Very high quality, clearly above average work	
A-	90-93		
B+	87-89		
B	84-86	Expected Level of Performance	
B-	80-83	Minimum Passing Grade for End of Program Requirement	
C+	77-79		
C	73-76		

Name	Grade %
Written Assignments	45.00 %
Week 1 Assignment	11.25 %
Week 2 Assignment	11.25 %
Week 3 Assignment	11.25 %
Week 4 Assignment	11.25 %
Group Project and Peer Assessment	25.00 %
Week 7 Group Project	21.25 %
Week 7 Group Project Peer Assessment	3.75 %
Forums	30.00 %
Introduction Discussion	4.29 %
Week 2 Discussion - Employment Law and Ethical Issues & Challenges in the Healthcare Workforce	4.29 %
Week 3 Discussion - Job Analysis and Job Design	4.29 %
Week 4 Discussion - Compensation Challenges	4.29 %
Week 6 Discussion - Labor Relations	4.29 %
Week 5 Discussion - The Challenges of Organizational Training	4.29 %
Week 8 Discussion - Peer Review and Constructive Feedback	4.29 %

Materials

Book Title: Fundamentals of Human Resources in Healthcare, 2nd ed. (Ebook available through the APUS Online Library)

Author: Fried, Bruce J. and Myron D. Fottler

Publication Info: Health Administration Press Lib

ISBN: 9781567939408

Book Title: Various resources from the APUS Library & the Open Web are used. Please visit <http://apus.libguides.com/er.php> to locate the course eReserve.

Author: No Author Specified

Publication Info:

ISBN: N/A

Course Guidelines

Please see the [Student Handbook](#) to reference all University policies. Quick links to frequently asked question about policies are listed below.

[Drop/Withdrawal Policy](#)

[Plagiarism Policy](#)

[Extension Process and Policy](#)

[Disability Accommodations](#)

Citation and Reference Style: Students will follow the American Psychological Association (APA) manual (7th edition) as the sole citation and reference style used in written work submitted as part of coursework to the University. Assignments completed in a narrative essay or composition format must follow the citation style cited in the APA manual (7th ed). See <http://www.apastyle.org> and <http://www.apastyle.org/learn/tutorials/basics-tutorial.aspx>. Also see the [APUS APA Style](#) web page. This is a great resource to bookmark!

Websites: Do not quote or paraphrase published sources, including assigned readings and Web-based sources, without explicit reference to the original work. Credit the source using APA style. Cutting and pasting from a website without citing the electronic source is plagiarism, as is taking phrases, sentences and/or paragraphs from textbooks without referencing the source.

Documents/Files: When uploading assignments, make sure they are in doc, docx, or RTF format. Make sure to properly format papers (or PowerPoint) with a cover sheet. Use black 12 Times New Roman, Arial, or another appropriate font. Adhere to the essentials of Standard American English grammar, word choice, spelling, and punctuation and APA 7th edition.

Plagiarism

Plagiarism is a serious violation of APUS's code of academic conduct. [The Student handbook](#) explains specific policies and penalties. Here is the link to the policy:

<http://www.apus.edu/student-handbook/university-policies-and-honor-code/academic-dishonesty.html>

Additionally, the School of Education offers further clarification. Specifically, all students in this course are to follow these guidelines:

- Do not quote or paraphrase published sources, including assigned readings and Web-based sources, without explicit reference to the original work. Credit the source using APA style. Cutting and pasting from a website without citing the electronic source is plagiarism, as is taking phrases, sentences and/or paragraphs from textbooks without referencing the source.
- Do not insert parts of class lectures, online modules, or tutorials, including examples, into your own work, without permission or citation. These are published by the instructors, who properly cite the sources of any externally published sources.
- Do not insert parts of previous students' work or current students' work into your own work, without permission and/or citation.

You are expected to use your own words to demonstrate your understanding of the content of this course. While it is appropriate to reference experts and outside resources, students should do so judiciously to avoid simply summarizing and paraphrasing what all other sources have stated about a given topic. Remember to always cite any work that is not your own intellectual property. Failure to do so may result in failing an assignment and/or course; and ultimately may result in being removed from the program due to a violation of professional dispositions.

Late Assignments

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals, I understand you must manage competing demands on your time. Should you need additional time to complete an assignment, **please contact me before the due date so we can discuss the situation and determine an acceptable resolution.** Routine submission of late assignments is unacceptable and may result in points deducted from your final course grade.

Netiquette

Online universities promote the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting – basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the Forum of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Sakai classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- **Humor Note:** Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), :), J

Forums

Students are required to participate in the forums each week. Replies must be posted in the week due and replies after the end of each week will not be graded. The Forums are for student interaction and input should be submitted before the week ends in order to fully participate in the discussions. Students should demonstrate their own knowledge in the forums and avoid copying and pasting from websites.

Guidelines:

- Post the initial response to each forum by 11:55pm, ET, Wednesday.
- Initial responses are to be original in content and demonstrate a thorough analysis of the topic.
- Reply to more than (2) of your classmates in each forum by 11:55pm, ET, Sunday.
- Responses to classmates are significant to advance the forum.
- An initial post must precede the response posts to peers.

An initial post received after Wednesday 11:55 pm will receive a 10% deduction for each day, for 3 days, prior to forum being graded. This means the highest grade possible for a late submission of 3 days, is 70%. However, response posts are due by Sunday 11:55 pm. If response posts are not submitted by this time, the discussion is over. Therefore, no points can be awarded for collaboration, and the highest grade possible for late submission past 3 days is 60%.

Assignment and Coursework Grading Policy

Students are expected to submit classroom assignments by the designated due date and to complete the course according to the published class schedule. Failure to submit coursework by the designated due date will result in a 10 percent (10%) penalty per day until three (3) days after the coursework is due. Therefore, after three (3) days the maximum grade the student can achieve with a late submission will be a grade of 70% (“C-”). If a student is ill, has a family crisis, or will miss scheduled coursework deadlines for any reason, the student shall notify the instructor in advance if at all possible. Assignments will not be accepted more than 7 days past the due date, unless arrangements have been made in advance of the due date with the instructor.

Disclaimer Statement

Communications

Student Communication

To reach the instructor, please communicate through the MyClassroom email function accessible from the Classlist of the Course Tools menu, where the instructor and students email addresses are listed, or via the Office 365 tool on the Course homepage.

- In emails to instructors, it's important to note the specific course in which you are enrolled. The name of the course is at the top center of all pages.
- Students and instructors communicate in Discussion posts and other learning activities.
- All interactions should follow APUS guidelines, as noted in the [Student Handbook](#), and maintain a professional, courteous tone.
- Students should review writing for spelling and grammar.
- [Tips on Using the Office 365 Email Tool](#)

Instructor Communication

The instructor will post announcements on communications preferences involving email and Instant Messaging and any changes in the class schedule or activities.

- Instructors will periodically post information on the expectations of students and will provide feedback on assignments, Discussion posts, quizzes, and exams.
- Instructors will generally acknowledge student communications within 24 hours and respond within 48 hours, except in unusual circumstances (e.g., illness).
- The APUS standard for grading of all assessments (assignments, Discussions, quizzes, exams) is five days or fewer from the due date.
- Final course grades are submitted by faculty no later than seven days after the end date of the course or the end of the extension period.

University Policies

Consult the [Student Handbook](#) for processes and policies at APUS. Notable policies:

- [Drop/Withdrawal Policy](#)
- [Extension Requests](#)
- [Academic Probation](#)
- [Appeals](#)
- [Academic Dishonesty / Plagiarism](#)
- [Disability Accommodations](#)
- [Student Deadlines](#)
- [Video Conference Policy](#)

Mission

The [mission of American Public University System](#) is to provide high quality higher education with emphasis

on educating the nation's military and public service communities by offering respected, relevant, accessible, affordable, and student-focused online programs that prepare students for service and leadership in a diverse, global society.

Minimum Technology Requirements

- Please consult the catalog for the minimum hardware and software required for [undergraduate](#) and [graduate](#) courses.
- Although students are encouraged to use the [Pulse mobile app](#) with any course, please note that not all course work can be completed via a mobile device.

Disclaimers

- Please note that course content – and, thus, the syllabus – may change between when a student registers for a course and when the course starts.
- Course content may vary from the syllabus' schedule to meet the needs of a particular group.