JSGS (826) Human Resources Management in Health Care

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<th>UNIVERSITY OF REGINA CAMPUS</th>
<th>UNIVERSITY OF SASKATCHEWAN CAMPUS</th>
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<td>8 – 5 Monday through Friday</td>
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<td><strong>OFFICE LOCATION:</strong></td>
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<td><strong>TERM:</strong></td>
<td>Spring 2019</td>
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<td><strong>ROOM:</strong></td>
<td>Online</td>
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<td><strong>DATE AND TIME:</strong></td>
<td>May 6 - June 19</td>
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**CALENDAR DESCRIPTION**

This course covers health human resource issues and management. It includes knowledge and skills to work within the health system including regarding self-regulating professions and a highly unionized environment. Topics include health human resource planning, strategic human resource management and performance and culture.

**LEARNING OBJECTIVES**

1. To understand the major issues and challenges affecting human resources in the health sector.
2. To examine the scope and complexity of health human resources.
3. To provide leaders with tools and resources used in leading health systems and guiding potential system change.

**ATTRIBUTES OF JSGS GRADUATES**

1. Management, Governance, and Leadership: Ability to inspire support for a vision or course of action and successfully direct the teams, processes, and changes required to accomplish it.
2. Communication and Social Skills: Ability to communicate effectively and build enduring, trust-based interpersonal, professional relationships.
3. Systems Thinking and Creative Analysis: Ability to identify key issues and problems, analyze them systematically, and reach sound, innovative conclusions.
4. Public Policy and Community Engagement: Ability to understand how organizational and public policies are formulated, their impact on public policy and management and how to influence their development.
5. Continuous Evaluation and Improvement: Commitment to on-going evaluation for continuous organizational and personal improvement.
6. Policy Knowledge: Ability to analyze and contribute content to at least one applied policy field.

COURSE CONTENT AND APPROACH

JSGS 826 - Human Resources Management in Healthcare provides a broad overview of health human resource management. It includes theoretical foundations and opportunities for students to apply the theories and concepts to current health system issues and realities. Students are encouraged to engage actively with the course material and bring their own professional expertise and experiences to the discussion.

People are the most important resource of any health care organization. Attention paid to best practices in HRM is critical to ensuring the health care system can attract and retain highly skilled and motivated employees, and to equipping managers and employees in the health care system with the required expertise to efficiently and effectively deliver quality health care services.

This is an asynchronous online course meaning there is no set time students must be online. Students are required to maintain an active online presence on their own schedule by regularly contributing to the discussions as well as completing their assignments. Minimum expectations for online contributions are set out in more detail in the syllabus but in general students are strongly encouraged to log in several times throughout the week and both initiate and contribute to the ongoing discussion.

There are six modules. As a guide, each module represents one week of study time. The remaining days are used to wrap up and answer any outstanding questions.

Communications to all students throughout the term will be via the course email. The final exam will be a take-home handed in by June 25, 2019.

Students should use the online Modules for course details as specific readings or instruction updates will be found there.
COURSE OUTLINE AND ASSIGNMENTS

Module 1: *Introduction to Strategic Human Resource Management* – a general introduction to the topic and overview of the course

- An overview of strategic HRM models and theories and the employment relationship will be examined.
- Differences between public and private sector human resource management will be highlighted.
- Advantages and disadvantages of applying the principles of new public management to the public sector will be considered.

Module 2: *Human Resources in the Health Sector* – an overview of the health sector human resources

- This module includes an historical, social, economic, political, and regulatory context for labour relations.
- Essential aspects of collective bargaining and negotiations will be addressed.
- Principles surrounding self-regulating professions will be covered: functions, scope of practice, the role of the regulatory bodies, and rights and responsibilities associated with professional autonomy.
- Challenges regarding self-regulating professions will be considered.

Module 3: *Labour Relations, Collective Bargaining and Negotiations* – examination of union-management relationships

- It will include the historical, social, economic, political, and regulatory context surrounding labour relations.
- Essential aspects of collective bargaining will be discussed.
- The area of decision-making biases will be introduced.
- We will examine difficult discussions between managers and staff and skills to apply.

Module 4: *Human Resource Planning and Organizational Design* – examines how to identify and plan for current and future human resource needs

- It will introduce and context this major aspect of the human resource discipline.
- Considerations in designing or redesigning an organization will be discussed.
This module will address essential aspects of health human resource planning including forecasting, recruitment, selection and retention.

**Module 5: Performance Management** – focuses on performance, motivation and compensation

- This module provides an overview of different approaches to performance management as well as designing incentive structures and other reward systems and motivational strategies.
- It includes consideration of theoretical foundations, emerging evidence and application of the principles to particular circumstances.
- This module provides practical models and concepts for developing and implementing performance management systems.

**Module 6: Organizational Culture and Change** – examines culture and an organization’s human resources

- It will describe organizational culture and the range of possible cultures.
- This module will address the impact organizational culture has on effective human resource management and performance.
- It will also consider the alignment between culture and an organization’s success.
- It will consider organizational change models, theories and practices.
- This module will also consider how health system leaders can use human resources in system reform efforts and change human resource practices and policies to support organizational goals.

**DESCRIPTION OF ASSIGNMENTS:**

**Module 1 - Introduction to Strategic Human Resource Management**
(May 6, 2019)

- Video: Meet your Instructor
- Video: Trends in Public Sector Human Resource Management
- Video: Strategic Human Resource Management
- Textbook Chapters 1-3.


Savoie, D (2003). *What is wrong with the new public management? Canadian Public Administration 38 No.1 112-121*

**Online Discussion Question 1**
What is the top human resource issue facing your organization? How is it being addressed and what still needs to be done?

**Module 2 - The Human Resource Landscape in the Health Sector (May 13, 2019)**

- Video: The HR Landscape in the Health Sector

- Video: Legal Landscape - Beth Bilson

- Pulce, R. (2003). The role of human resources in health care. *Nurse Leader Nov-Dec*

- Become familiar with all federal/provincial labour and employment legislation relevant to your sector, as well as the legislation regulating the various health professionals in your sector and including any general legislation that would apply to the health sector
• The Canadian Charter of Rights and Freedoms

• Relevant federal and provincial Human Rights legislation  (legislation can be obtained through provincial or federal Queens’ Printers)


  Presentation: http://vimeo.com/84994525

*Online Discussion Question 2:*

There is ongoing controversy across different provinces about occupational licensing in various health professions. Describe a previous or current issue surrounding occupational licensing in Canada and critically reflect on the considerations and implications for various stakeholders.

*Module 3 - Labour Relations and Collective Bargaining (May 20, 2019)*

• Video – Labour Relations (with powerpoint)

• Video: Heather Heavin


• Video – Negotiations and Decision Bias

• Bazerman & Moore (2009, Chapters 9-10). Judgment in managerial decision-making. Hoboken, NJ: John Wiley & Sons. online link to purchase from Wiley:

  www.schoolofpublicpolicy.sk.ca
http://ca.wiley.com/WileyCDA/Section/id-818513.html

- Video: Dan Ariely: Are we in control of our own decisions? (December 2008). Retrieve at: http://www.ted.com/talks/dan_ariely_asks_are_we_in_control_of_our_own_decisions


**Online Discussion Question 3:**
Discuss an experience you have had with a union. It could have been as a member of one, as a manager in a unionized workplace, or as a member of the public. What was good and/or problematic about the experience and what did you learn? Does membership in a healthcare union and membership in a health professional association coexist successfully? Why or why not?

**Module 4 - Human Resource Planning (May 27, 2019)**

- Textbook Chapter 4 – *Planning*
- Video – Recruitment, Selection and Retention
- Video – Organization Design
- Pohler powerpoint


- Also see: related articles in your professional journals

**Online Discussion Question 4:**

What are the major challenges your organization faces in recruitment and retention and why do these challenges exist? How is this impacting your workplace and what could be done about it?

**Module 5 - Performance Management – motivation and compensation (June 3, 2019)**

- Textbook Chapters 5-7 *Goals, Performance Management, Development*

- Video – Motivation and Compensation and Performance Management

- Powerpoint Pohler
• Retention Determinants – on website


• Harder, J. (1999). Organizational reward systems. Darden Business Publishing. (Must be purchased. Go to http://store.darden.virginia.edu/ and type in OB-0667 in the Search bar.)


**Online Discussion Question 5:**
Does your organization use any form of incentive pay? If so what are its advantages and disadvantages? Do you think introducing performance pay would improve productivity in your workplace? Would incentive pay motivate you?

Module 6 – Organizational Culture and Change (June 10, 2019)

- Video: Organizational Culture and Change
- Textbook Chapters 8-10
- De Bono et al. Organizational culture and its implications for infection prevention and control in healthcare institutions. Journal of Hospital Infection 86 (2014), 1-6
Online Discussion Questions 6:

Do you believe your organization’s performance management system is achieving motivation and performance enhancement? If not, what could be done to improve it?

Describe your organization’s overall culture? What positive organizational attributes are supported by this culture? ...restricted because of this culture?

REQUIRED READINGS

There is one required background textbook in this course that can be ordered through Amazon or purchased as an e-book from Wiley Publishing. It has been developed primarily for the private sector, but it gives a good background on talent management for general managers. Students can download the required articles in various ways, including some that are free online, some that are free from the university library website, and some that must be purchased online from the publishers where copyright restrictions require them to do so.

Textbook


EVALUATION

This online course offers students several opportunities to demonstrate their understanding of the material. To get the most out of the course and to achieve a high standing, students must complete all assigned readings. The final exam will be difficult to complete if the student has not kept up with the readings and online discussions.
Performance in the course will be evaluated on the following basis (a more detailed summary of each component can be found in the assignment section of the syllabus):

**Online Discussion Participation (10%)** (Due: ongoing; please note dialogue will not continue after the end of each week)

There are questions under each module that students must answer in the online discussion forum. Students are also encouraged to comment on each other's posts and ask questions. It is expected that posts be made regularly throughout the semester – both initiating a discussion or participating in an existing one. The marks will be assigned primarily based on participation, but quality of the contributions will also be considered. Try to keep the length of your posts down to avoid students having to sort through lengthy text.

**Assignment 1 (25%):** (Due: May 19, 2019) – check course website for any updates on assignment

Provide a comprehensive outline of *all* federal and/or provincial legislation relevant to your workplace that has an impact on any aspect of employment, describe what the legislation covers, and indicate what specific areas of HR in the health sector the legislation affects. (NB. Please do not just copy and paste descriptions of the legislation from the Internet). Of the full list of legislation, pick one area where you see a major challenge in applying the legislation in your workplace, and why it is a challenge.

**Assignment 2 (25%):** (Due: June 2, 2019) – check course website for any updates on assignment

Human resources in health care is the biggest cost for the sector and essential to achieving its core mandate. Planning for needed health human resources is increasingly challenging given changing demographics, restricted budgets and a complex array of health professionals. Given this, describe a current health human resource planning challenge from your organization or jurisdiction, what is being done about it, and what additional actions may help address the challenge. Discuss why it is a planning challenge and the implications of both the actual actions underway and the potential additional actions.

**Final Exam (40%):** Available June 22 (8:00 Saskatchewan time); Due June 25 (midnight Saskatchewan time)

**LATE ASSIGNMENTS**
Deadlines are always at 11:59 pm (the student's local time) on the date indicated. The written work must be clear, well organized, and free of spelling and grammar errors. Use of appropriate headings is encouraged to assist with organization and enhanced readability. The assignment must be a maximum of 1000 words, not including references, tables or appendices (single-spaced, 11-point font).

Assignments that are handed in past the due date (with the exception of extenuating circumstances which must be verified and/or with prior authorization from the instructor) will be assessed an academic penalty of 5% per day.

**STUDENTS WITH SPECIAL NEEDS**

University of Regina (U of R): Students in this course who, because of a disability, may have a need for accommodations are encouraged to discuss this need with the instructor and to contact the Coordinator of Special Needs Services at (306) 585-4631.

U OF S: Students in this course who, because of a disability, may have a need for accommodations are encouraged to discuss this need with the instructor and to contact Disability Services for Students (DSS) at 966-7273.

**Students Experiencing Stress**

University of Regina (U of R): Students in this course who are experiencing stress can seek assistance from the University of Regina Counselling Services. For more information, please see the attached document, visit this website: [http://www.uregina.ca/student/counselling/contact.html](http://www.uregina.ca/student/counselling/contact.html), or call (306) 585-4491 between 8:30 a.m. to 4:30 p.m. Saskatchewan time Monday to Friday.

**ACADEMIC INTEGRITY AND CONDUCT**

U of R: Ensuring that you understand and follow the principles of academic integrity and conduct as laid out by the University of Regina (available at [http://www.uregina.ca/gradstudies/grad-calendar/policy-univ.html](http://www.uregina.ca/gradstudies/grad-calendar/policy-univ.html)) is vital to your success in graduate school. Ensuring that your work is your own and reflects both your own ideas and those of others incorporated in your work is important: ensuring that you acknowledge the ideas, words, and phrases of others that you use is a vital part of the scholarly endeavour. If you have any questions at all about academic integrity in general or about specific issues, contact your course instructor to discuss your questions.

U OF S: Understanding and following the principles of academic integrity and conduct as laid out in the University of Saskatchewan’s Guidelines for Academic Conduct is vital to your success in graduate school (available at [www.schoolofpublicpolicy.sk.ca](http://www.schoolofpublicpolicy.sk.ca))
www.usask.ca/university_secretary/council/reports_forms/reports/guide_conduct.php). Ensuring that your work is your own and reflects both your own ideas and those of others incorporated in your work is important: ensuring that you acknowledge the ideas, words, and phrases of others that you use is a vital part of the scholarly endeavour. If you have any questions at all about academic integrity in general or about specific issues, contact any faculty member and we can discuss your questions.