COURSE SYLLABUS – Spring 2011

Faculty: Prof. Sarah Gurwitz  
sarah.gurwitz@nyu.edu

Office hours by appointment; students are encouraged to e-mail faculty at any time.

Meeting Times: Mondays, 4:55 – 6:35
Location: Room 701 – Silver Building
Credits: 2 points
Pre-requisites: P11.1833 – Health Services Mgmt

COURSE SUMMARY AND OBJECTIVES
This is a 2 credit course; it is Part I of a two-part course. Part I is required for health management students and is recommended for health policy and finance students. Part II is an elective course for students interested in studying in greater depth selected topics/issues in human resources management in health care organizations.

Part I (HPAM-GP.4835(001)) is designed to study the essential role of human resource management within health care organizations. The degree to which health care organizations manage human resources will, to a great extent, determine the success of the organization. The course serves as a comprehensive foundation for those aspects of human resource planning, development and administration vital to the human resource manager, line managers and senior leaders.

KEY COMPETENCIES ADDRESSED IN THIS COURSE

- The ability to align human resource capacity and human resource practices and processes with the strategic goals of an organization
- The ability to manage teams, projects and people; to lead and transform health care organizations; and teach, coach, and mentor a diverse and changing workforce
- The ability to understand and apply legal and ethical principles when leading health care organizations
- The ability to hold people accountable to standards of performance and/or ensure organizational, professional and ethical compliance
The ability to communicate and interact productively (via listening, speaking and writing) on matters of healthcare with a diverse and changing industry, workforce and citizenry

The ability to present convincingly to individuals and groups the evidence to support a point of view, position or recommendation.

The ability to implement management practices that optimize workforce performance

MAJOR LEARNING OBJECTIVES

Through the text readings, journal articles, case presentation and discussion, and student presentations students will acquire the ability to:

- Create executive decision-making strategies, as applied to human resources management
- Establish organizational workforce plans, in alignment with organizational goals and objectives
- Establish staff training and development programs, in alignment with organizational goals and objectives
- Implement successful recruitment and retention processes
- Evaluate workforce productivity
- Understand and value the strategic role of human resources management in a health care organization
- Understand and value the role of human resources in effectively managing organizational transformation
- Understand and value the impact of workforce diversity and globalization on health care organizations

ACADEMIC INTEGRITY

The Mission of NYU Wagner is:

... to be a path-breaking leadership school of public service, with a faculty of thought leaders who re-frame the way people understand and act on issues of public importance, and graduates who are bold, well-prepared change makers who expertly navigate real-world complexity and produce results that matter.

Academic Integrity is vital to this mission, to education at NYU Wagner and membership in the Wagner community.

It is a core value. It forms the foundation of trust among students, and between students and teachers. Cheating has no place in our community. Academic dishonesty or other offenses against the community are not individual acts affecting only the individuals involved. Cheating violates our communal trust in each other; it is an offense against our community of

---

scholarship. If tolerated, it undermines all we stand for. Honesty matters at Wagner, just as it does in the broader world of public service.

It is a shared value. Administration, faculty and students each play a vital part in promoting, securing and nurturing it. I invite you to visit the NYU Wagner website and review our Academic Code and Academic Oath (www.wagner.nyu.edu/current/policies), as well as the Wagner Student Association’s Code of Professional Responsibility. If at any time you have a question about Academic Integrity or suspect a violation of our code, seek guidance from any member of the faculty or administration.

It is a promoted value. It is incumbent on all members of the community to promote it, through scholarship, responsible participation in School events, assistance to other community members who are struggling with it, and by upholding the codes of the school and the Wagner Student Association.

Included below is a list of resources for understanding and avoiding plagiarism:

- "Plagiarism: What is It and How to Recognize and Avoid It," The Writing Center at Indiana University, www.indiana.edu/~wts/wts/plagiarism.html
- “Principles Regarding Academic Integrity, Northwestern University, www.northwestern.edu/uacc/plagiar.html

REFERENCE CITATION

- For research resources regarding appropriate citation of the many different sources you will use in your work, see Writing on the NYU/Wagner webpage, under "Current Students/Academic Services."
- The use of the AMA Manual of Style is recommended for reference citation. A quick reference guide to this style is posted on Blackboard.

REQUIRED TEXTBOOKS

COURSE SCHEDULE

Session I – January 23, 2012
- Course Introduction
  - Syllabus
  - Assignments
  - Grading
- The role of Human Resources in healthcare organizations
- In-class exercise and discussion
  - Exercise 2: Chapter 1, page 24 – Fried & Fottler text

Readings:

Session II – January 30, 2012
- HR as a strategic tool
  - Organizational design and development
    - Workforce planning
- Case presentation and discussion
  - Experiential Exercise: Chapter 2, pages 41-42 - Fried & Fottler text
  - Case Study: Employee Layoffs at St Mary’s Hospital

Readings:

Session III – February 6, 2012
- Recruitment and retention
  - Supply and demand
Job development and analysis

- Training & developing a professional workforce
  - Job fit
  - Organizational fit
- Succession planning
- Case presentation and discussion
  - Case Study: Selecting patient escorts

Readings:
- Department of Veterans Affairs Veterans Health Administration. Workforce Succession Strategic Plan 2010: pages 1-18; 79-116. – On Blackboard

Session IV – February 13, 2012

- Accountability
  - Workforce productivity
  - Measuring Performance
  - Providing feedback
    - Performance appraisal
- Case presentation and discussion
  - Experiential Exercise: Chapter 10, pages 278-279 - Fried & Fottler text
- Team Presentation Q&A

Readings:

February 20, 2012 – NO CLASS – President’s Day

Session V – February 27, 2012

- Assignment #1 - TEAM PRESENTATIONS

Session VI – March 5, 2012

- The role of healthcare leadership in human resource management
- Enabling effective communication
• Change management
  o The role of HR in managing change
  o Transactional v. transformational leadership
• Case presentation and discussion

Readings:
• Kizer K. Vision for change: a plan to restructure the Veterans Health Administration. March 17, 1995: 11-79. – On Blackboard

Session VII (last class Part 1) – March 19, 2012
• Assignment #2 Due
• Diversity in healthcare
• Globalization and the health care workforce
• Case presentation and discussion
  o Case Study: The Cultural Diversity Training Program

Readings:

COURSE ASSIGNMENTS

Assignment #1 - Team Assignment:
• Students, working in teams, will develop and present, in class, a 10 minute presentation to a mock Medical Center Resource (Funding) committee. The teams represent a mid size (20-40 FTE) organizational unit in a large inner city Academic Medical Center. The Center’s primary mission is to provide comprehensive health care services to a largely poor ethnically diverse population. The Center is facing financial challenges; your unit however has a need to expand to meet a growing demand for its services. Your request should address the following criteria:
  o The type of organizational unit,
  o The number, types and kinds of positions requested,
o How the request is aligned to the organization’s strategic goals,
o How performance for this initiative will be evaluated,
o Budget considerations, and
o An analysis of the current staffing addressing why the need cannot be met through staff realignment, efficiencies or system re-design

• The team should provide a brief handout summarizing the request with notation on each team member’s contribution to the presentation; attachments can be appended to the summary.

EVALUATION CRITERIA & GRADING – ASSIGNMENT #1

• Presentations will be scored on a scale of 1-3 (3= Excellent; 2.5-2.9= above average; 2.0-2.5= average; 1.0-1.9= below average; <1.0= not acceptable) on how well each of the criteria are addressed
  o The type of organizational unit,
o The number, types and kinds of positions requested,
o How the request is aligned to the organization’s strategic goals,
o How performance will be evaluated,
o Budget considerations, and
o An analysis of the current staffing, addressing why the need cannot be met through staff realignment, efficiencies or system re-design

Assignment #2 - Individual Assignment:

• Select one of the following topics:
o Recruitment and retention of qualified staff
o Maintaining competency/developing skills in a healthcare system workforce
o Managing diversity; this might address ethnic diversity, professional diversity or managing an increasingly global workforce
o Systems for staff performance evaluation and feedback
o Evaluating the effectiveness of a Human Resource Department
o Aligning a Human Resources Department with organizational goals and objectives

• Your paper may address the topic in general, or further narrow the focus of the review within that topic. For your selected topic, complete a 4 – 5 page (double-spaced, excluding references) literature review, citing references, discussing the state of evidence on the topic, identifying potential best practices and summarizing your findings and conclusions. From the references you cite, prepare an annotated bibliography on 8 – 10 of the most relevant articles. Discuss the strengths and weaknesses of each article and applicability to a management setting.
EVALUATION CRITERIA & GRADING – ASSIGNMENT #2

- The following elements will be scored on a scale of 1-3 (3= Excellent; 2.5-2.9= above average; 2.0-2.5= average; 1.0-1.9= below average; <1.0= not acceptable):
  - Evidence of careful review of relevant literature
  - Includes of relevant evidence and best practices, and gaps in evidence
  - Included a complete annotated bibliography
  - The paper is well-written and well-organized, and your conclusions are supported by the cited literature

EVALUATION CRITERIA & GRADING – COURSE GRADING

<table>
<thead>
<tr>
<th>Grading Weight:</th>
<th>%</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment #1 -Team Presentation</td>
<td>40%</td>
<td>Session 5 - Feb 28</td>
</tr>
<tr>
<td>Assignment #2 -Individual Paper</td>
<td>40%</td>
<td>Session 7 – March 21</td>
</tr>
<tr>
<td>Class participation</td>
<td>20%</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>