

**PHCY 5443  
Human Capital Planning for  
Health Institution Leaders  
April 6- May 10, 2025**



UNIVERSITY  
OF WYOMING

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College of Health Sciences  
School of Pharmacy

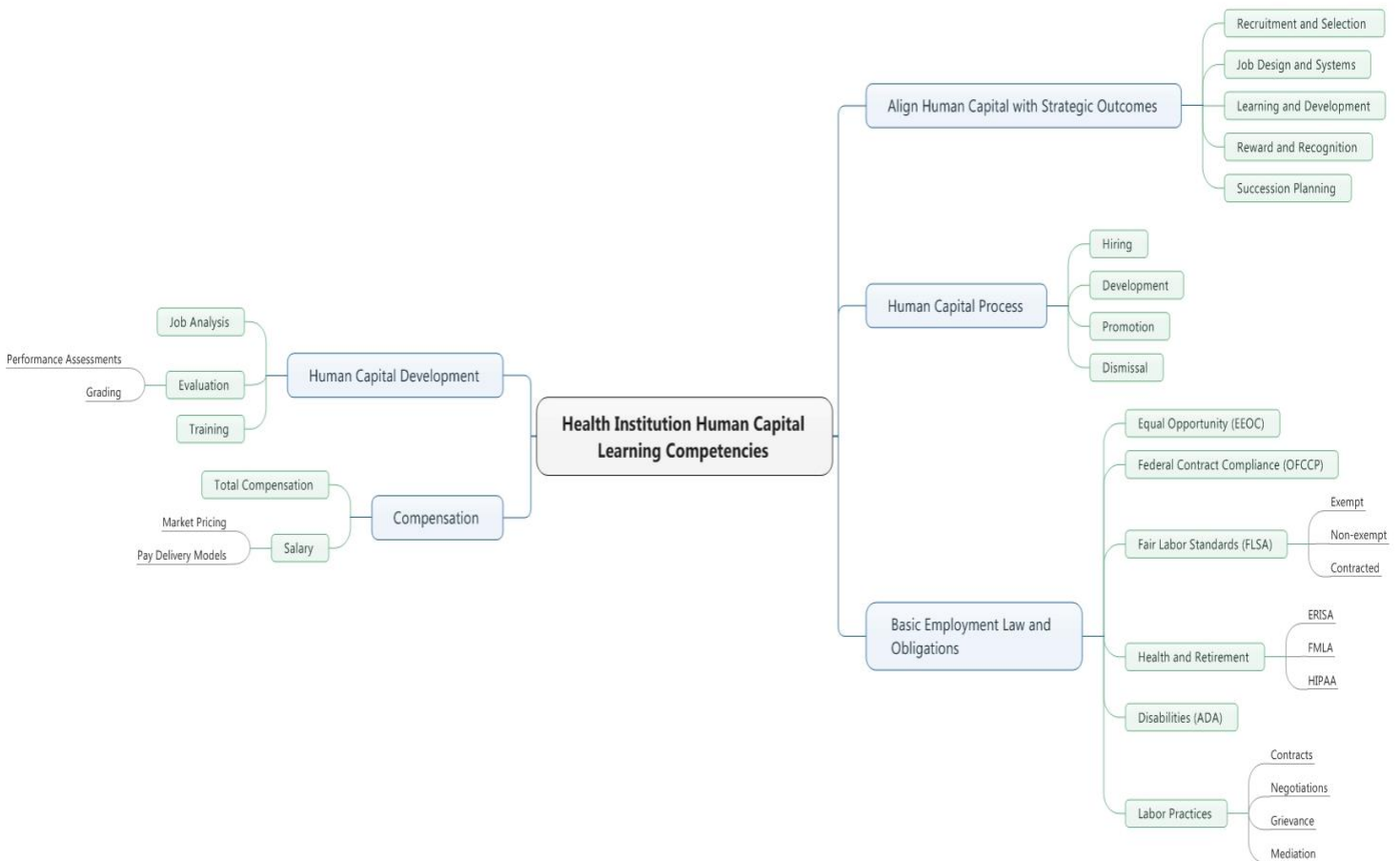
# PHCY 5443: Human Capital Planning for Health Institution Leaders

## University of Wyoming College of Pharmacy

### April 6-May 10, 2025

Human Capital Planning for Health Institution Leaders is a two-semester hour course designed to provide skills for development and management of human capital by the health institution leader through exploration of best practices for human capital selection and development to optimize the performance of the workforce while complying with legal, regulatory, and contractual requirements through extensive use of case studies and models.

**Prerequisites:** Admission to the Master of Science in Health Services Administration program or permission of instructor. Application of credit from this course to the master's program may not be applicable for those taking the course by permission.



LEARNING GOALS: At the end of the course, students will be able to--	
<ul style="list-style-type: none"> <li>Align human capital practices with strategic goals</li> </ul>	
	FOUNDATION:
	Demonstrate knowledge of the components of human capital management
	APPLICATION: Apply concepts of practices to cases
	HUMAN: Reflect on the impact of these practices on the organization and individual.
	INTEGRATION: Prepare effective solutions given a case and basic instructions
	CARING: Incorporate in discussion and examination answers the effect of changes in human capital practices on interpersonal relationships
	LEARNING: Balance the internal and external factors affecting strategic initiatives
<ul style="list-style-type: none"> <li>Evaluate aspects of the human capital process to develop an optimal workforce</li> </ul>	
	FOUNDATION: Demonstrate knowledge of the components of the process
	APPLICATION: Create a practice for each stage of the process given a case study
	HUMAN: Provide the best recommendations despite limitations
	INTEGRATION: Select an appropriate solution to a case utilizing a diverse employee pool
	CARING: Incorporate emotional and cultural intelligence into human capital development
	LEARNING: Appraise the similarities and differences between the different environments
<ul style="list-style-type: none"> <li>Incorporate employment law and obligations</li> </ul>	
	FOUNDATION: Identify concepts of employment law and obligations
	APPLICATION: Apply laws and obligations to case studies
	HUMAN: Recognize the effects of laws and obligations on the individual
	INTEGRATION: Apply law and obligations given different environments
	CARING: Incorporate values and needs of the organization and individuals
	LEARNING: Employ appropriate consideration of limitations to successful practices
<ul style="list-style-type: none"> <li>Devise compensation packages for a diverse employee pool</li> </ul>	
	FOUNDATION: Develop skills in the components of total compensation packages and salary
	APPLICATION: Apply the concepts to case studies
	HUMAN: Reflect on the value of these plans on human capital
	INTEGRATION: Utilize ethical compensation packages to incentivize the workforce
	CARING: Consider the competing individual needs when constructing packages
	LEARNING: Demonstrate the ability to apply concepts and process
<ul style="list-style-type: none"> <li>Human capital development</li> </ul>	
	FOUNDATION: Demonstrate knowledge of human capital development concepts
	APPLICATION: Apply the concepts to case studies
	HUMAN: Describe the impact of development practices on individual motivation
	INTEGRATION: Design development practices for a diverse employee pool
	CARING: Consider the competing individual needs when constructing programs
	LEARNING: Appraise the limitations and risks of development programs
<ul style="list-style-type: none"> <li>Apply the concepts from the class to case studies</li> </ul>	
	FOUNDATION: Demonstrate ability to apply concepts to new situations
	APPLICATION: Identify the limitations of any technique or theory
	HUMAN: Reflect on the value of developing skills for future practice
	INTEGRATION: Appraise the value of multiple aspects of the course to future practice
	CARING: Describe the relationship of applying human capital skills to quality provision of healthcare
	LEARNING: Incorporate aspects from the class into the comprehensive case successfully

### **REQUIRED TEXT:**

Flynn, Walter J, Valentine, Sean R, Meglich, Patricia. Healthcare Human Resource Management. 4<sup>th</sup> edition. Coengage Learning. January 1, 2021 (ISBN-10: 0357512448/ISBN-13: 978-0357512449)

**INSTRUCTOR AVAILABILITY**

Office hours for Helen McKnight will be Sundays 1630-1700 MST at WyoWeb and via email at swaby1247@yahoo.com. Electronic mail will be answered within 24 hours during school days (that is, if received at 10am on Friday, it will be answered by 10am on Monday).

**CLASS WEBSITE:**

The WyoCourses site is accessible from the University website via WyoWeb. Class lectures and slides will be posted on this site. Assignments will also be posted there (both by the instructor and the student). The student is expected to utilize the site and accept changes from this syllabus as amended on the site.

**AUDIENCE:**

This course is required for students in the Master of Science in Health Services Administration in the Health Institution Leadership track. Other track students may take the course as an elective. Enrollment in or completion of a degree in the health sciences is strongly recommended.

**COURSE PREREQUISITES, CO-REQUISITES, ENROLLMENT RESTRICTIONS:**

This course is required for students in the Master of Science in Health Services Administration Health Institution Leadership track. Other track students may take the course as an elective. Enrollment in or completion of a degree in the health sciences administration program is strongly recommended.

**COURSE PROCEDURES:**

All students will join the class at the same time (synchronous). Some activities, such as viewing recorded lectures can be done at the student's selected times (asynchronous). Opening and closing times for the modules, quizzes, or other activities will be posted and enforced.

A class session/assignment is the time that includes the live session, the pre-session work, and any immediate post-session work. For this class, a session/assignment will become available as noted in the Syllabus with due dates listed for each item.

Instructional procedures consist of pre-recorded lecture, discussion, participation exercises plus assigned readings and projects. The distance education model of this course requires some adaptation by the students and instructor from the traditional classroom setting. **You may be recorded with your face and name.** This recording will be placed on a password protected site, but no guarantees are made on its security.

Different people have different learning styles. Lecture where the instructor talks, and students listen is passive on the part of the student. Discussion requires active participation on the part of the learner. In this class, some topics are appropriate for lectures; some are appropriate for discussion; and some will be conducted through active participation such as analysis of case studies and or discussion boards.

**GENERAL REQUIREMENTS AND EXPECTATIONS:**

Students should obtain the required textbook and complete assigned readings prior to the live online date listed in the course calendar. Students are encouraged to participate in live class sessions; active participation will also count towards your discussion board grade (see last page of syllabus for Guideline for Evaluating Participation).

For a discussion or dialogue to be successful, students must have read the assigned readings, watched any video recording and have completed some assignments **before** joining class. Assignments will be clearly indicated whether due before or after the live session.

Whether a lecture or discussion, students should feel free to ask questions during class or on-line. If you have a question, other students may have the same question.

#### ATTENDANCE AND ABSENCE POLICIES:

Students should regularly attend online classes and productively participate in class. Since some of the projects may be started in the live sessions, missing class can make projects much more difficult. Because of the multiple available times for posting assignments as well as for taking any quizzes or examinations, the need for an excused absence would be a rare event. Only rationale accepted by the University of Wyoming as an excused absence will be accepted. Any anticipated absence from the live sessions should be discussed in advance with the instructor.

#### CLASSROOM BEHAVIOR POLICY:

At all times, treat your presence in the classroom and your enrollment in this course as you would any professional activity. Act professionally, arrive on time, pay attention, complete your work in a timely and professional manner, and treat all deadlines seriously. All of us will be respectful of each other. Spirited debate and disagreement are to be expected in any graduate level course and all views will be heard fully, but always we will behave civilly and with respect towards one another. Personal attacks, offensive language, name-calling, and dismissive gestures are not warranted in a learning atmosphere. This is a safe environment and as the instructor, I have the right to dismiss anyone from the classroom, study sessions, electronic forums, and other areas where disruptive behavior occurs – there is zero tolerance on this issue.

#### CLASSROOM STATEMENT ON DIVERSITY:

**The University of Wyoming values an educational environment that is diverse, equitable, and inclusive. The diversity that students and faculty bring to class, including age, country of origin, culture, disability, economic class, ethnicity, gender identity, immigration status, linguistic, political affiliation, race, religion, sexual orientation, veteran status, worldview, and other social and cultural diversity is valued, respected, and considered a resource for learning. Diversity helps all of us gain a better understanding and perspective of the subjects we will be covering in the course.**

#### DISABILITY SUPPORT:

The University of Wyoming is committed to providing equitable access to learning opportunities for all students. If you have a disability, including but not limited to physical, learning, sensory or psychological disabilities, and would like to request accommodations in this course due to your disability, please register with and provide documentation of your disability as soon as possible to Disability Support Services (DSS), Room 128 Knight Hall. You may also contact DSS at (307) 766-3073 or [udss@uwyo.edu](mailto:udss@uwyo.edu). It is in the student's best interest to request accommodation within the first week of classes, understanding that accommodations are not retroactive. Visit the DSS website for more information at: [www.uwyo.edu/udss](http://www.uwyo.edu/udss)

#### ACADEMIC DISHONESTY POLICIES:

*Academic dishonesty, discrimination, and harassment will not be tolerated in this class!* Cases of academic dishonesty will be treated in accordance with UW Regulation 2-114. The penalties for

academic dishonesty can include, at my discretion, an “F” on an exam, an “F” on the class component exercise, and/or an “F” in the entire course. Academic dishonesty includes plagiarism, which means anything that represents someone else’s ideas as your own without attribution. It is intellectual theft – stealing - and includes (but is not limited to) unapproved assistance on examinations, plagiarism (use of any amount of another person’s writings, blog posts, publications, and other materials without attributing that material to that person with citations), or fabrication of referenced information. Facilitation of another person’s academic dishonesty is also considered academic dishonesty and will be treated identically.

Such conduct is described within and will result in sanctions pursuant to the following School of Pharmacy and University policy and regulations:

University of Wyoming Code of Conduct

<http://www.uwyo.edu/dos/conduct/> University

of Wyoming Regulations

<http://www.uwyo.edu/generalcounsel/files/docs/UW%20Reg%20Updates%202016/UW%20Reg%206-802.pdf>

#### DUTY TO REPORT:

While this is a safe environment and I want you all to feel comfortable coming to me with issues you may be struggling with or concerns you may be having, please be aware that I have some reporting obligations that are part of my faculty requirements at UW.

For example, if you inform me of an issue of sexual harassment, sexual assault, or discrimination I will keep the information as private as I can, but I am required to bring it to the attention of the institution’s Title IX Coordinator. If you would like to talk to those offices directly, you can contact Equal Opportunity Report and Response (Bureau of Mines Room 319, 766-5200, [report-it@uwyo.edu](mailto:report-it@uwyo.edu), [www.uwyo.edu/reportit](http://www.uwyo.edu/reportit)). Additionally, you can also report incidents or complaints to the UW Police Department. You can also get support at the STOP Violence program ([stopviolence@uwyo.edu](mailto:stopviolence@uwyo.edu), [www.uwyo.edu/stop](http://www.uwyo.edu/stop), 766-3296) (or SAFE Project ([www.safeproject.org](http://www.safeproject.org), [campus@safeproject.org](mailto:campus@safeproject.org), 766-3434, 24-Hour hotline: 745-3556).

Another common example is if you are struggling with an issue that may be traumatic or unusual stress. I will likely inform the Dean of Students Office or Counseling Center. If you would like to reach out directly to them for assistance, you can contact them using the info below or going to [www.uwyo.edu/dos/uwyocares](http://www.uwyo.edu/dos/uwyocares).

Finally, know that if, for some reason, our interaction involves disruptive behavior or potential violation of policy, I must inform the Dean of Students, even when you and I may have reached an informal resolution to the incident. The purpose of this is to keep the Dean apprised of any behaviors (by students or faculty) and what was done to resolve them.

#### SUBSTANTIVE CHANGES TO THE SYLLABUS:

All deadlines, requirements, and course structure are subject to change if deemed necessary by the instructor. Students will be notified verbally in class or on our WyoCourses announcement page and/or via email of these changes.

#### STUDENT RESOURCES:

- DISABILITY SUPPORT SERVICES: [udss@uwyo.edu](mailto:udss@uwyo.edu), 766-3073, 128 Knight Hall, [www.uwyo.edu/udss](http://www.uwyo.edu/udss)
- COUNSELING CENTER: [uccstaff@uwyo.edu](mailto:uccstaff@uwyo.edu), 766-2187, 766-8989, 341 Knight Hall,

[www.uwyo.edu/ucc](http://www.uwyo.edu/ucc)

- ACADEMIC AFFAIRS: 766-4286, 312 Old Main, [www.uwyo.edu/acadaffairs](http://www.uwyo.edu/acadaffairs)
- DEAN OF STUDENTS OFFICE: [dos@uwyo.edu](mailto:dos@uwyo.edu), 766-3296, 128 Knight Hall, [www.uwyo.edu/dos](http://www.uwyo.edu/dos) UW
- POLICE DEPARTMENT: [uwpd@uwyo.edu](mailto:uwpd@uwyo.edu), 766-5179, 1426 E Flint St, [www.uwyo.edu/uwpd](http://www.uwyo.edu/uwpd)
- STUDENT CODE OF CONDUCT WEBSITE: [www.uwyo.edu/dos/conduct](http://www.uwyo.edu/dos/conduct)

"If you have a physical, learning, sensory or psychological disability and require accommodation, please let me know as soon as possible. You will need to register with, and possibly provide documentation of your disability to Disability Support Services (DSS), room 109 Knight Hall. You may also contact DSS at (307) 766-3073 or [udss@uwyo.edu](mailto:udss@uwyo.edu). Visit their website for more information: [www.uwyo.edu/udss](http://www.uwyo.edu/udss)."

As with other disruptive behaviors, we have the right to dismiss you from the classroom (Zoom and physical), or other class activities if you fail to abide by these COVID-19 policies. These behaviors will be referred to the Dean of Students Office using the UWYO Cares Reporting Form for Student Code of Conduct processes ([https://cm.maxient.com/reportingform.php?UnivofWyoming&layout\\_id=5](https://cm.maxient.com/reportingform.php?UnivofWyoming&layout_id=5)).

**Syllabus Changes:** I will alert you to any possible course format changes in response to UW decisions about community safety during the semester.

#### **HyFlex, Zoom, and WyoCourses expectations:**

As with all UW coursework, this course will be educational and useful to you. I will respond to questions, concerns, and feedback in a timely manner.

Your responsibilities:

- Give and receive feedback from me and your classmates respectfully and constructively in all interactions. This includes in Zoom chats, on WyoCourses boards, and within physical classroom spaces.
- Actively engage in civil discourse in a respectful manner. Use professional language in all course related forums.
- Communicate professionally. Whenever you send class-related email or messages, please include a clear, specific subject line, and use the body of the email or message to explain the purpose for the email and any attached materials. Conduct yourself professionally.
- Meet assignment deadlines. We expect that you're interacting with course material multiple times during the week.
- Ask for help when you need it. For academic assistance for this course please contact me for available resources. For Dean of Students assistance please see: <https://www.uwyo.edu/dos/student-resources/covid-19-student-resources.html>
- Please let us know if you notice another student who needs help in our (anonymous) WyoCares referral option (<https://www.uwyo.edu/dos/students-concern/index.html>).

**Information Technology (IT):** If you have any IT related challenges, please contact the UWIT Service Center: <https://uwyo.teamdynamix.com/TDClient/1940/Portal/Requests/ServiceDet?ID=8890>

## GRADES

The numbers assigned to the grades shall be A=90 and above, B=80 to <90; C=70 to <80; D=60 to <70; F=below 60. The +/- system is not used by the School of Pharmacy. Graduate students, including those enrolled in the Master of Science in Health Services Administration, must maintain a 3.00 GPA (B or better).

### Grading:

Assignment	Weight (% of Final Grade)
Weekly Discussion Forum (5@18 points each)	15%
Weekly Quizzes (5@10 points each)	15%
Live Discussion (5@10 points each)	20%
Introduction & Personal Journal Entry (2@2.5 points each)	10%
Group Case Assignment Project (100 points)	40%
Total	100%

Discussion Forum – 5 total. Each entry is worth 18 points, awarded as follows:

Criteria	Unacceptable 0 Points	Acceptable 1 Point	Good 2 Points	Excellent 3 Points
<b>Frequency</b>	Participates not at all.	Participates 1-2 times on the same day.	Participates 3-4 times but postings not distributed throughout week.	Participates 4-5 times throughout the week.
<b>Initial Assignment Posting</b>	Posts no assignment.	Posts adequate assignment with superficial thought and preparation; doesn't address all aspects of the task.	Posts well developed assignment that addresses all aspects of the task; lacks full development of concepts.	Posts well developed assignment that fully addresses and develops all aspects of the task.
<b>Follow-Up Postings</b>	Posts no follow-up responses to others.	Posts shallow contribution to discussion (e.g., agrees or disagrees); does not enrich discussion.	Elaborates on an existing posting with further comment or observation.	Demonstrates analysis of others' posts; extends meaningful discussion by building on previous posts.
<b>Content Contribution</b>	Posts information that is off-topic, incorrect, or irrelevant to discussion.	Repeats but does not add substantive information to the discussion.	Posts information that is factually correct; lacks full development of concept or thought.	Posts factually correct, reflective and substantive contribution; advances discussion.



<b>References &amp; Support</b>	Includes no references or supporting experience.	Uses personal experience, but no references to readings or research.	Incorporates some references from literature and personal experience.	Uses references to literature or readings to support comments.
<b>Clarity &amp; Mechanics</b>	Posts long, unorganized or rude content that may contain multiple errors or may be inappropriate.	Communicates in friendly, courteous and helpful manner with some errors in clarity or mechanics.	Contributes valuable information to discussion with minor clarity or mechanics errors.	Contributes to discussion with clear, concise comments formatted in an easy-to-read style that is free of grammatical or spelling errors.

Examples of postings that demonstrate higher levels of thinking:

- “Some common themes I see between your experiences and our text are....” (analysis)
- “These newer trends are significant if we consider the relationship between ....” (synthesis)
- “The body of literature should be assessed by these standards ....” (evaluation)

Group Case Assignment Project – 100 Points (**Note: The same final grade applies to each group member**)

Criteria	Description	Point Value
<b>Responsiveness</b>	Responds directly to the question posed; Answers all parts of the case assignment (strategic initiative plan, hiring process, law, compensation, and future personnel development). Describes objective and subjective measures of success. Has at least one complete job description including compensation in a health-system format as an appendix. Points: How human capital affected (3), Strategic initiative plan (3), Hiring process (2), Law (2), Compensation (2), Future personnel development (2), Objective measures of success (2), Subjective measures of success (2), Job description (2)	20 points
<b>Information</b>	Reflects assigned reading. Includes and presents effective outside research relevant to the case. Uses references to literature or readings to support comments. Points: Assigned reading (10), Outside research >5 (10), Literature references (10)	30 points
<b>Style</b>	Thoughts expressed clearly and succinctly; free of grammar, punctuation, and other errors; cites sources using the appropriate style guide requirements, including in-text citations, footnotes, and references in APA formatting, including title page, references, and appendices. Points: Grammar (5), Spelling (5), In-text citations (5), reference section (5)	20 points
<b>Quality of Analysis</b>	Reflects ability to integrate information and think clearly and creatively. All questions answered concisely and completely. Presentation incorporates information that is substantive, factually correct, and fully developed. Demonstrates analysis of information presented. Extends meaningful discussion by building on observations. Offers sound analysis based on facts presented; conclusion follows from the analysis. Points: Information integration (5), All questions answered (5), Factually correct (5), Meaningful discussion (5), Sound analysis (5) Conclusion (5)	30 points

Quizzes may include objective (multiple choice and true-false), short answer, and/or problem-solving questions.

To participate in the discussion board, each student is expected to initiate an original thread and a responsive thread that follows the original thread posted by another student(s) for each class session. All threads, whether original or responsive, must relate to and involve reflective thinking directly applicable to the course material for that session.

	<h1>Course Outline</h1>
Week 0	<p><b>WELCOME AND WHO'S WHO FORUM</b></p> <p><b><u>Introductory Components</u></b></p> <ul style="list-style-type: none"> <li>• Review Course Home page and announcements</li> <li>• Review and Print Syllabus</li> <li>• Read and sign Certification of Work</li> <li>• Review Grading, Referencing, and Communication Guidelines and the Academic Integrity Policy</li> </ul> <p><b><u>Reading and Assessments:</u></b></p> <ul style="list-style-type: none"> <li>• Flynn, Walter J, Valentine, Sean R, Meglich, Patricia. Healthcare Human Resource Management. 4th edition  <b>Chapter 1:</b> The Nature and Challenges of Healthcare HR Management</li> <li>• Top Healthcare Executive Concerns:  <a href="https://www.forbes.com/sites/sachinjain/2024/12/03/top-10-healthcare-industry-predictions-for-2025/">https://www.forbes.com/sites/sachinjain/2024/12/03/top-10-healthcare-industry-predictions-for-2025/</a></li> <li>• <b>YouTube Video:</b> What is Human Capital? <a href="https://youtu.be/unQwnHmV7UE">https://youtu.be/unQwnHmV7UE</a></li> </ul> <p><b><u>PowerPoint Presentation</u></b>  View the narrated PowerPoint presentation in preparation for the group case assignment.</p> <p><b><u>Threaded Discussion – Topic of the Week</u></b>  Topic: (1) Upload a picture of yourself or a favorite picture to share with us; (2) Tell us a bit about yourself, personally and professionally [We would like to know about your career; how you think this course may touch on human capital issues facing you at school or work; what you are trying to get out of the program after graduation; and anything else you would like to share]; (3) Recommend a leadership book that has been helpful to you in school or work.</p> <p>Each participant must post three contributions to the Threaded Discussion for each of the five weeks of the course. Your initial discussion post should be over 150 words in length. Your two responses to classmate's posts should each be over 75 words in length. Each initial response should have at least one reference and reference section in the post to achieve the best scores:</p> <ul style="list-style-type: none"> <li>• Initial post by Tuesday at 11:59pm MST</li> <li>• Two or more responses on separate days by Saturday at 11:59pm MST</li> </ul> <p><b><u>Self-Directed Learning</u></b></p> <ul style="list-style-type: none"> <li>• Review course work and expectations</li> </ul>

## Week 1

### TOPIC: ALIGNING HUMAN CAPITAL WITH STRATEGIC OUTCOMES

#### Reading and Assessments:

- Flynn, Walter J, Valentine, Sean R, Meglich, Patricia. Healthcare Human Resource Management. 4th edition  
**Chapter 2:** Healthcare HR Competencies, Structures, and Quality Standards  
**Chapter 3:** Strategic HR Management
- **YouTube Video:** Leading the “business” of human capital management in a 24/7 world <https://www.youtube.com/watch?v=TvvKngLdhLs>

#### Threaded Discussion – Topic of the Week

Topic: Consider your own healthcare company or one you know well. Review the organization’s strategic outcomes. Share a fact about the organization’s human capital/resources. Would you characterize the fact as a strength or a weakness within the organization? Explain your opinion, considering the strategic outcomes the organization is trying to achieve. What would it take to derive greater value from the organization’s human capital?

Each participant must post three contributions to the Threaded Discussion for each of the five weeks of the course. Your initial discussion post should be over 150 words in length. Your two responses to classmate’s posts should each be over 75 words in length. Each initial response should have at least one reference and reference section in the post to achieve the best scores:

- Initial post by Tuesday at 11:59pm MST
- Two or more responses on separate days by Saturday at 11:59pm MST

#### Live Discussion

- Review Recruitment, Job Design, Learning & Development, Reward & Recognition, Succession Planning
- Discuss your first healthcare job. How well did the job match the description provided during the hiring process? What gaps were identified during the orientation period? What there a succession plan prior to your departure?
- **Sunday, April 6, 2025 5:00pm MST**

#### Group Case Assignment

*View the narrated PowerPoint presentation.* Three (3) groups will be assigned with equal numbers of students per group

View the narrated PowerPoint presentation. Due to The Great Resignation and health institution leadership, the Rehabilitation Department has LOST 2 full-time equivalents (FTEs) for Fiscal Year 2022

- Divide into three assigned groups
- Using the provided AlabamaHealth Study as your basis, create a C-Suite Executive Summary that details how this Human Capital will be utilized
- The executive summary should be no more than 2 pages, excluding title page, references, and appendices.

	<ul style="list-style-type: none"> <li>• Be sure to include strategic initiative plan, hiring process, law, compensation, and future personnel development. Describe objective and subjective measures of success. Have at least one complete job description including compensation in a health-system format as an appendix.</li> </ul> <p>Due Week 5 by Friday at 11:59pm MST</p>
Week 2	<p><b>TOPIC: HUMAN CAPITAL PROCESS</b></p> <p><b><u>Reading and Assessments:</u></b></p> <ul style="list-style-type: none"> <li>• Flynn, Walter J, Valentine, Sean R, Meglich, Patricia. Healthcare Human Resource Management. 4th edition</li> <li>• <b>Chapter 5:</b> Job Design and Analysis</li> <li>• <b>Chapter 6:</b> Healthcare Recruitment and Selection</li> <li>• <b>Chapter 7:</b> Organizational Relations and Employee Engagement and Retention in Healthcare</li> <li>• <b>Chapter 9:</b> Performance Management in Healthcare Organizations</li> <li>• YouTube Video (<b>Optional</b>/Note: 47 minutes length): A Day in the Life of a Hospital Administrator <a href="https://youtu.be/bQx1izQg0Yk">https://youtu.be/bQx1izQg0Yk</a></li> </ul> <p><b><u>Threaded Discussion – Topic of the Week</u></b></p> <p>Answer ONE of the following Topics:</p> <ol style="list-style-type: none"> <li>1. Outline and describe the justification for implementing a new hospital or healthcare service line of your choice.</li> <li>2. Contrast the human capital processes between two different types of healthcare systems.</li> <li>3. Does your organization back up its commitment to Equity, Diversity, and Inclusion (DEI) with action?</li> </ol> <p>Each participant must post three contributions to the Threaded Discussion for each of the five weeks of the course. Your initial discussion post should be over 150 words in length. Your two responses to classmate’s posts should each be over 75 words in length. Each initial response should have at least one reference and reference section in the post to achieve the best scores:</p> <ul style="list-style-type: none"> <li>• Initial post by Tuesday at 11:59pm MST</li> <li>• Two or more responses on separate days by Saturday at 11:59pm MST</li> </ul> <p><b><u>Live Discussion</u></b></p> <p>Discuss Hiring, Development, Promotion and Dismissal as it relates to various legal cases:</p> <ul style="list-style-type: none"> <li>• <b>Sunday, April 13, 2025 5:00pm MST</b></li> </ul>

Week 3	<p><b>TOPIC: BASIC EMPLOYMENT LAW AND OBLIGATION</b></p> <p><b><u>Reading and Assessments:</u></b></p> <ul style="list-style-type: none"> <li>Flynn, Walter J, Valentine, Sean R, Meglich, Patricia. Healthcare Human Resource Management. 4th edition</li> <li><b>Chapter 4:</b> Legal Issues Affecting the Healthcare Workplace</li> <li><b>Chapter 10:</b> Employee Relations in the Healthcare Industry</li> <li><b>Chapter 11:</b> Labor Relations and Healthcare Organizations</li> <li>Employer obligations under HIPAA Employers and Health Information in the Workplace Retrieved from <a href="https://www.hhs.gov/hipaa/for-individuals/employers-health-information-workplace/index.html">https://www.hhs.gov/hipaa/for-individuals/employers-health-information-workplace/index.html</a></li> <li>State of Wyoming Employment Laws. <a href="https://www.hr360.com/State-Laws/Wyoming/Wyoming-(WY)-Employment-Laws.aspx">https://www.hr360.com/State-Laws/Wyoming/Wyoming-(WY)-Employment-Laws.aspx</a></li> <li>FMLA Leave Rights and Responsibilities. Retrieved from <a href="https://www.dol.gov/whd/regs/compliance/posters/fmlaen.pdf">https://www.dol.gov/whd/regs/compliance/posters/fmlaen.pdf</a></li> </ul> <p><b><u>Threaded Discussion – Topic of the Week</u></b></p> <p>Topic: You are an executive at a healthcare institution. Your organization has identified a cultural issue of harassment. Various regulatory laws provide information and guidelines on combating unethical practices. If you were developing a human resource employee handbook, how would you use the guidelines to insure high ethical standards of conduct? What are the limitations to successful implementation?</p> <p>Each participant must post three contributions to the Threaded Discussion for each of the five weeks of the course. Your initial discussion post should be over 150 words in length. Your two responses to classmate’s posts should each be over 75 words in length. Each initial response should have at least one reference and reference section in the post to achieve the best scores:</p> <ul style="list-style-type: none"> <li>Initial post by Tuesday at 11:59pm MST</li> <li>Two or more responses on separate days by Saturday at 11:59pm MST</li> </ul> <p><b><u>Live Discussion</u></b></p> <p>Review Equal opportunity, Fair Labor Standards, Health &amp; Retirement, &amp; Labor Practices</p> <ul style="list-style-type: none"> <li><b>Sunday, April 20, 2025</b> – NO LIVE CLASS – LISTEN TO RECORDING</li> </ul>
Week 4	<p><b>TOPIC: COMPENSATION</b></p> <p><b><u>Reading and Assessments:</u></b></p> <ul style="list-style-type: none"> <li>Flynn, Walter J, Valentine, Sean R, Meglich, Patricia. Healthcare Human Resource Management. 4th edition</li> <li><b>Chapter 12:</b> Healthcare Compensation Practices</li> <li><b>Chapter 13:</b> The Management of Benefits and Variable Pay in Healthcare</li> <li>YouTube Video: How to pay your employees. <a href="https://www.youtube.com/watch?v=1L5GCFRg-iM">https://www.youtube.com/watch?v=1L5GCFRg-iM</a></li> </ul>

	<ul style="list-style-type: none"> <li>• How to Determine how much to pay your employees. Retrieved from <a href="https://www.bizfilings.com/toolkit/research-topics/office-hr/how-to-determine-how-much-to-pay-your-employees">https://www.bizfilings.com/toolkit/research-topics/office-hr/how-to-determine-how-much-to-pay-your-employees</a></li> <li>• Frazier, C. Rules and Regulations for Paying Salaried Employees. Retrieved from <a href="http://smallbusiness.chron.com/rules-regulations-paying-salaried-employees-23954.html">http://smallbusiness.chron.com/rules-regulations-paying-salaried-employees-23954.html</a></li> </ul> <p><b><u>Threaded Discussion – Topic of the Week</u></b></p> <p>Topic: Major U.S. retailers have increased technical worker compensation to \$15-20/hour due to staff shortages. Describe your <u>healthcare</u> organization’s approach to compensation, financial or otherwise. Does your company have opportunities to use ethical incentive compensation techniques? Is there any research that indicates your organization has been successful?</p> <p>Each participant must post three contributions to the Threaded Discussion for each of the five weeks of the course. Your initial discussion post should be over 150 words in length. Your two responses to classmate’s posts should each be over 75 words in length. Each initial response should have at least one reference and reference section in the post to achieve the best scores:</p> <ul style="list-style-type: none"> <li>• Initial post by Tuesday at 11:59pm MST</li> <li>• Two or more responses on separate days by Saturday at 11:59pm MST</li> </ul> <p><u>Live Discussion</u></p> <p>Define, Review, and Discuss Total Compensation versus Salary.</p> <ul style="list-style-type: none"> <li>• <b>Sunday, April 27, 2025 5:00pm MST</b></li> </ul>
Week 5	<p><b>TOPIC: HUMAN CAPITAL DEVELOPMENT</b></p> <p><b><u>Reading and Assessments:</u></b></p> <ul style="list-style-type: none"> <li>• Flynn, Walter J, Valentine, Sean R, Meglich, Patricia. Healthcare Human Resource Management. 4th edition</li> <li>• <b>Chapter 8:</b> Training and Development in Healthcare Organizations</li> <li>• <b>Chapter 14:</b> Safety, Health, and Security in Healthcare Organizations</li> <li>• Patti Dobrowolski. Draw Your Future. Available online at <a href="https://youtu.be/A7KRSCyLqc4">https://youtu.be/A7KRSCyLqc4</a></li> </ul> <p><b><u>Threaded Discussion – Topic of the Week</u></b></p> <p>Topic: Review the stages of building core competencies and competitive capabilities. Answer ONE of the following topics:</p> <ol style="list-style-type: none"> <li>1. Discuss needed management steps to create a core competency in an area that would contribute substantially to an organization’s competitive advantage.</li> <li>2. Describe successful human capital development practices for a diverse employee pool.</li> </ol>

3. What is the expected developmental practice impact of core competencies on individual motivation?

Each participant must post three contributions to the Threaded Discussion for each of the five weeks of the course. Your initial discussion post should be over 150 words in length. Your two responses to classmate's posts should each be over 75 words in length. Each initial response should have at least one reference and reference section in the post to achieve the best scores:

- Initial post by Tuesday at 11:59pm MST
- Two or more responses on separate days by Saturday at 11:59pm MST

Live Discussion

Read assigned chapters in Healthcare Human Resource Management book.

- Which top healthcare human capital challenges, issues, or opportunities are you most interested in?
- What unique roles do you see for healthcare leaders in addressing challenges and opportunities?
- How have you been a barrier or advocate for contemporary healthcare issues?
  - Sunday, May 4, 2025 5:00pm MST

**Class Feedback/Journal Entry**

Discuss your experience with this course including discussion forum and group case assignment. Identify some concepts that have been of greatest value to you and your organization or schoolwork.

- Due by Saturday at 11:59pm EST