

## LTCE NURS 1-628

### **Improving Human Resources: Understanding Personnel and the Organization of the Nursing Facility and its Staff**

#### *Nursing Continuing Education*

*This continuing nursing education activity was approved by the North Carolina Nurses Association, an accredited approver by the American Nurses Credentialing Center's Commission on Accreditation.*

### 3.75 Continuing Education Hours

*Click on any topic below*

[\*Which nurses should take this course?\*](#)

[\*Why practicing nurses should take this course\*](#)

[\*What you will learn\*](#)

[\*Disclosure statement\*](#)

[\*Qualified planner and faculty\*](#)

### **Which nurses should take this course**

**The target audience for this course is RNs and others.**

All working nurses who manage others, or who wish to understand the human resources rules and regulations that daily affect their own career.

### **Why Practicing Nurses should take this course**

Every working nurse functions within the human resources management framework of the organization for whom they work. Self-employed nurses need equally to understand how human resources functions and understand the many laws that control personnel actions.

## What you will learn

**The learner will be able to identify the** scope of responsibilities of each of these functional health care facility areas:

- The Administrator's Office
- Medical and Allied Health Functions
- Patterns of Physician Care
- Dental Care
- Foot and Eye Care
- Pharmacy services
- Physical Therapy/Occupational Therapy/ Speech Therapy
- Laboratory and other diagnostic services
- Nursing Services
- The Business Office
- Medical Records
- Admissions
- Dietary
- Social Services
- Activities and Recreation
- Housekeeping / Laundry/ Maintenance

How the personnel function evolved and what tools are available to the human resources administrator.

### *Question to Think About:*

If it is not possible for the facility to employ a full time personnel administrator, who among the facility staff should be designated the human resources person?

Managers in organizations have always performed certain basic human resources functions.

## **HUMAN RESOURCES FUNCTIONS**

Human resources functions are a range of activities that can include record keeping, employee recruitment and selection, training and development, compensation management, performance evaluations, and often labor relations (Noe, [et al], 2000, p. 5; Robbins & Coulter, 2007, pp. 327, 342).

- **Record Keeping** - assuring that all necessary information is in the employee's file and that it is kept confidential – increasing complicated as files are computerized
- **Recruitment** - assisting department heads in finding employees for vacant positions
- **Selection** - assisting department heads in interviewing and assessing job applicants (Singh, 2010, p. 266)
- **Training and Retaining Employees** - assisting department heads in employee orientation, inservice training, and continuing education
- **Compensation Management** - assisting department heads and payroll office in administering salary and the other benefits offered by the facility
- **Performance Evaluation** - assisting managers in conducting employee evaluation in conformity with the facility human resources policies
- **Labor Relations** - assisting managers in creating a favorable work environment
- **Health and Safety** – drug testing, monitoring employee health status, e.g. assuring Hepatitis B and Tuberculosis immunizations are provided as required and kept current (Halter, et al., 2009, p. 1067).

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## **Disclosure Statement**

**Successful completion of this online course requires learning the reading materials, passing the multiple choice examination with 70% or more correct answers, and completion of the course evaluation form. Upon completing the above the student will be able to print out the course certificate.**

**We believe no conflict of interest exists for this course. A conflict of interest exists when an individual has the ability to control or influence the content of an educational activity and has a financial relationship with a commercial interest, the products or services of which are pertinent to the content of the educational activity. Commercial interest is defined by ANCC as any entity producing, marketing, reselling, or distributing healthcare goods or services consumed by or used on patients, or an entity that is owned or controlled by an entity that**

**produces, markets, resells, or distributed healthcare goods or services consumed by or used on patients. Long Term Care Education exists solely to provide educational courses and has no commercial ties of any kind to any commercial interest. Mr. John Gotelli, the lead nurse planner for Long Term Care Education, is an employee of University of North Carolina Hospitals, Medicine/Geriatric Services where he serves as a Geriatric Nurse Practitioner (2006 to present). He has no financial interest of any type with the university hospital system other than as a salaried employee. No financial or personal relationship exists that would present a conflict of interest in the content of this educational activity.**

**No sponsorship or commercial support or relationships exist for this course. Participation in this course does not imply endorsement by the provider or NCNA of any commercial products. No activity relates to any produce use for a purpose other than that for which it was approved by the Food and Drug Administration.**

**The expiration date for awarding contact hours is October 1, 2015.**

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**Title of Activity: \_ LTCE NURS 1-628**

### **Improving Human Resources: Understanding Personnel and the Organization of the Nursing Facility and its Staff**

**Identified Gap(s): \_ The majority of nurses do not receive an in-depth course in health care human resources management in nursing school.**

**Description of current state: \_ Only a minority of nurses in training receive a course in personnel practices as a regular part of the curriculum.**

**Description of desired/achievable state: This course will enable the participant to understand human resources practices they see in day to day health care facility management.**

**Purpose: (write as an outcome statement, e.g. "The purpose of this activity is to enable the learner to.....")**

**The purpose of this activity is to enable the learner to identify the human resources behaviors practiced in the health care setting.**

<b>OBJECTIVES</b>	<b>CONTENT (Topics)</b>	<b>AUTHOR</b>
List learner's objectives in behavioral terms	Provide an outline of the content for each objective. It must be more than a restatement of the objective.	List the author for each for each objective.
1. . Human resources functions are a range of activities that can include record keeping, employee recruitment and selection, training and development, compensation management, performance evaluations, and often labor relations	An in depth exploration of the process involved in each of the following: identifying the human resources functions, planning employment needs, forecasting employment needs, recruiting employees, hiring staff, training staff and retaining staff.	<p>Noe, Raymond A. ...[et al]. (2000). Human resource management: Gaining a Competitive Advantage, (3<sup>rd</sup> ed.). Boston: McGraw-Hill Companies, Inc.</p> <p>Ivancevich, J.M., Konopaske, R. and Matteson, M.T. (2005). Organizational Behavior and Management. (7th ed.). New York: McGraw-Hill.</p> <p>Allen, James E. (2011) 6<sup>th</sup> ed. Nursing Home Administration. Springer Publishing Co. New York.</p>

List the evidence-based references used for developing this educational activity:  
the NAB surveys done each five years of the actual  
Professional practices of 2,000 health care administrators contained in:

*NAB STUDY GUIDE – HOW TO PREPARE FOR THE NURSING HOME ADMINISTRATOR'S EXAMINATION*, (2012) 5<sup>TH</sup> EDITION,  
NATIONAL ASSOCIATION OF BOARDS OF LONG TERM CARE ADMINISTRATORS,  
WASHINGTON, D.C.

*NURSING HOME ADMINISTRATION* (2011) 6<sup>TH</sup> EDITION SPRINGER PUBLISHING  
COMPANY, NEW YORK.

**Gap to be addressed by this activity:****X Knowledge      \_\_\_\_\_ Skills      \_\_\_\_\_ Practice      \_\_\_\_\_ Other:****Describe: The student will know the basic human resources practices in the health care field.****Method of calculating contact hours:****\_\_\_\_\_ Pilot Study      \_\_\_\_\_ Historical Data      \_\_\_\_\_ Complexity of Content      X Other:  
Describe: 12,000 words for each contact hour 4 contact hours****Estimated Number of Contact Hours to be awarded: \_\_\_\_\_ 3.75 hours****Completed By: Name and Credentials    James E. Allen, Ph.D., MSPH, NHA  
Date September 9, 2013**[back to top](#)

## **QUALIFIED PLANNER AND FACULTY**

The qualified planner for this course is

John M. Gotelli, MSN, NP

University of North Carolina Hospitals, Medicine/Geriatric Service

Geriatric Practitioner

Nurse Practitioner licensed in the State of North Carolina

Geriatric Nurse Practitioner, ANCC Certified

Mr. Gotelli is enjoying a successful career in nursing and nursing education.

John M. Gotelli, MSN, NP  
1100 Joseph Johnston Ct  
Hillsborough, NC 27278  
jgotelli@unch.unc.edu

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**Education**

Vanderbilt University School of Nursing, Nashville, TN  
Master of Science in Nursing (August 2000)  
Gerontology Nurse Practitioner Specialty

Vanderbilt University School of Nursing, Nashville, TN  
Basic professional nursing component of the MSN program (August 1999)

University of California, Davis, CA  
Bachelor of Arts, Psychology (June 1992)

Licensure and  
February 20013  
Certification

Nurse Practitioner, licensed in the state of North Carolina through  
Geriatric Nurse Practitioner, ANCC Certification through September 2015

Work Experience

University of North Carolina Hospitals, Medicine/Geriatric Service  
Geriatric Nurse Practitioner (July 2006 to present)

Clinical responsibilities:

- Round daily with the medical team
- Perform comprehensive geriatric evaluations on acutely ill hospitalized patients admitted to the geriatric service
- Ensure problems such as poly-pharmacy, delirium, pressure sores, psychosocial issues, immobility and incontinence are addressed
- Facilitate interdisciplinary rounds (social work, nutrition, case management and Recreation therapy)

Leadership and Administrative responsibilities:

- Serve as consultant to staff nurses hospital wide for geriatric clinical issues
- Organize and implement curriculum for Geriatric Resource Nurse Program (also open to Nursing Assistants). A two day program which introduces staff to essential bedside geriatric care.
- Implement Continuous Quality Improvement (CQI) Projects related to geriatric clinical issues.
- Serve on various hospital committees: restraint reduction committee; nursing research council
- Improve continuity of care for seniors living in community retirement homes/health centers through collaborative initiatives between health systems
- Serve as Adjunct Faculty for University of North Carolina, Chapel Hill School of Nursing to foster relationship between UNC hospital and the nursing school
- Clinical tutor for 2<sup>nd</sup> year medical students Introduction to Clinical Medicine Course, UNC School of Medicine – 2007 and 2008
- Implemented Nursing Rounds, a collaboration between UNC School of Nursing and 8 bed tower to enhance nursing sensitive patient outcomes

Veterans Administration, Charlotte Community Outpatient Clinic  
Nurse Practitioner, Primary Care Service Line (2000 – 2006)

- Provided primary care services to a veteran population with the collaboration of three physicians
- Managed a patient panel size of approximately 850
- Performed comprehensive history and physical examinations; ordered and interpreted laboratory and imaging diagnostic studies; maintained preventive health activities; coordinated a plan of care for episodic and chronic health conditions; communicated plan of care to patient and family members; ordered appropriate therapies including medications
- Coordinated care with other healthcare systems to ensure appropriate follow up and avoid duplication of services

Center for Social Services, San Diego, CA  
Benefits Specialist/Case Manager (1997-1998)

- Provided public and private benefits counseling to San Diego residents and their families infected with and affected by HIV/AIDS
- Assisted in primary screening to access Social Security, SSI, Medi-Cal, Medicare, as well as Ryan White funded HIV clinics
- Participated in a comprehensive county wide Needs Assessment Survey
- Enrolled eligible participants and managed daily operations of the AIDS Drug Assistance Program

AIDS Foundation San Diego, San Diego, CA  
Benefits Specialist (1996-1997)

- Duties were same as above

Case Manager (Temporary position from February – August 1996)

- Developed long-term case management treatment plans with clients and their families affected by HIV/AIDS
- Collaborated with medical providers in managing client illness as it related to social well-being
- Facilitated referrals to clinics, private medical practices, clinical drug trials, and community organizations

Honors and  
 Affiliations

- Nursing Recognition Award presented by UNC Department of Medicine - 2012
- North Carolina “Top 100” Nurses Award - 2009
- Adjunct Faculty, University of North Carolina Chapel Hill School of Nursing
- Member of the Gerontological Society of America
- Outstanding Geriatric Nurse Practitioner Student for the year 2000 class
- 1999 Luther Christman Award: Presented to the first year student with the most outstanding clinical skills



## Publications and Presentations

Gotelli, J., Neelon, V., Carlson, J. (2010) Delirium and Functional Decline by Discharge in Acutely Ill Hospitalized Elders. Abstract presentation at 2010 Gerontological Society of America Annual Conference.

Gotelli, J., Merryman, P., Carr, C., McElveen, I., Epperson, C., & Bynum, D. (2008)  
A Quality Improvement Project to Reduce Complications Associated with Indwelling Urinary Catheters. *Urologic Nursing*, 28 (6), 465-467, 473.

Center for Life Long Learning, UNC School of Nursing. *Geriatric Pharmacology* (2012)  
Chapel Hill, NC

North Carolina Statewide Program for Infection Control and Epidemiology (SPICE)  
*Urinary Tract Infections in the Elderly*. (2012) Chapel Hill, NC

North Carolina Association of Recreational Therapists 2007 Annual Meeting.  
*Delirium and Dementia*. (2007) Greenville, NC

Pain Specifics. *Pain in the Elderly*, UNC Hospitals Nursing Practice and Education Seminar. (2006) Chapel Hill, NC

Presented findings from the Summary of the Seventh American College of Chest Physicians Conference On Antithrombotic and Thrombolytic Therapy, CHEST 2004; 126 : 1635-6965, Charlotte VA Community Based Outpatient Clinic, September 2005

Research Interests      Geriatric Syndromes – delirium, cognitive and functional decline, falls.

Mr. Gotelli has had a wide variety of nursing responsibilities in several health care setting over the past fifteen years including lecturing in the North Carolina Statewide Program for Infection Control.

Mr. Gotelli and Dr. Allen work together to identify continuing education course topics which are relevant to the needs of nurses currently practicing in a variety of nursing setting.

Dr. Allen has attended the North Carolina Statewide Program for Infection Control and Epidemiology over the past decade and is an Infection Control Practitioner in the State of North Carolina.

Dr. Allen has over three decades of teaching health care administration at the UNC-CH School of Public Health. Over the years his courses have been attended by UNC-CH School of Nursing students and students from the UNC-CH School of Medicine.

Dr. Allen's text is a core medical title in the nursing field

**Text selected as 2011 (and again May, 2013) Doody's Core Medical Title**

Nursing Home Administration, the text on which the courses on this website are based has been chosen as one of only five 2011 **core medical titles** in *the nursing field* being recommended by the library association for Health Sciences Libraries to add to their collection.

A "Core Medical Title" is defined as "...a book or software title that represents essential knowledge needed by professionals or students in each [healthcare] discipline and is highly recommended for the collection of a library that serves health sciences specialists."

(The other titles are: *Compact Clinical Guide to Chronic Pain*; *Dictionary of Nursing Theory and Research*; *Family Practice Guidelines*; *Nursing Interventions Through Time*).

**Biographical sketch: James E. Allen**

**Education:**

B.A., University of Arizona

S.T.M., Boston University

Ph.D., Boston University Graduate School

M.S.P.H. University of North Carolina at Chapel Hill

**Professional Certifications License:**

NHA -- licensed nursing home administrator,

State of North Carolina, License 812.

Certified Long Term Care Infection Control Practitioner, UNC-CH.

Consultant to law firms in North Carolina, South Carolina, Florida, Texas, Kansas, Connecticut, South Dakota and West Virginia.

**Current Position:**

President: Long Term Care Education.com (an education website)

longtermcareeducation.com

[jamesallen@unc.edu](mailto:jamesallen@unc.edu); [jeallen@mindspring.com](mailto:jeallen@mindspring.com)

(Professor of Health Policy and Management, Emeritus

Department of Health Policy and Management,

School of Public Health, University of North Carolina at Chapel Hill  
 706 Greenwood Road, Chapel Hill, NC 27514-5923 email: jamesallen@unc.edu  
 Ph. Long Term Care Education: 919-815-0387 Fax 919-933- 6825)

### **Publications:**

Thirty journal articles, over 100 published book reviews, five books. Most recent books:

*NURSING HOME ADMINISTRATION*, 6th Ed, New York: Springer Publishing Company, ([www.springerpub.com](http://www.springerpub.com)) 2011, 700+ pp. (The standard text in the field for over 30 years, recently named as the leading text for nursing home administrators).

*THE LICENSING EXAM REVIEW GUIDE IN NURSING HOME ADMINISTRATION*, New York: Springer Publishing Company, ([www.springerpub.com](http://www.springerpub.com)) 2011.

*NURSING HOME FEDERAL REQUIREMENTS AND GUIDELINES TO SURVEYORS*, 7th edition, New York: Springer Publishing Company, ([www.springerpub.com](http://www.springerpub.com)) 2011.

*ASSISTED LIVING ADMINISTRATION: THE KNOWLEDGE BASE*, New York: Springer Publishing Company, 2004, 697 pages.. ([www.springerpub.com](http://www.springerpub.com)).

The NAB Five-Step Administrator-in-Training Internship Manual for Nursing Home Administrators. The National Domains of Practice based administrator-in-training program authorized for use by colleges and state boards by The National Association of Boards of Examiners for Long Term Care Administrators. Washington: ([www.nabweb.org](http://www.nabweb.org)) 2012 edition.

The National Exam and Self-Study Guide for Assisted Living Administration: The Knowledge Base. Based on the NAB Domains of Practice. Chapel Hill: ([www.longtermcareeducation.com](http://www.longtermcareeducation.com)) 2010.

18 Manuals for Department Heads based on the current Federal Requirements and Guidelines to Surveyors. Chapel Hill: ([www.longtermcareeducation.com](http://www.longtermcareeducation.com)) 2010.

### **Teaching**

Dr. Allen has thirty-two years of experience teaching health management at the undergraduate and graduate levels in the Department of Health Policy and Management, School of Public Health, University of North Carolina at Chapel Hill.

### **Training Nursing Home and Assisted Living Administrators**

Dr. Allen developed and taught the Administrator-in-Training (AIT) course for the North Carolina State Board of Examiners for Nursing Home Administrators (required of all AIT's in North Carolina 1985-2003). Developed and taught Long Term Care Administration courses at University of North Carolina at Chapel Hill. He teaches NHA licensure course for 3+ states. Provider of assisted living certification in NC and Texas. Provider of CEU education for 48 states.

Nurses from the University of North Carolina, Chapel Hill, School of Nursing have taken Dr. Allen's management courses over the past several years.

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