



TRANSITIONAL CARE Scenario

Type of Care Provided

Transitional Care is a moderate to long term facility that focuses on therapy, wound care, and medical management of chronic diseases. Individuals within transitional care can range from low need or minimal care to individuals who are total care patients need 24 hour nursing assistance. These facilities are often known as Long Term Care, Skilled Nursing Facility or Subacute Rehab.

Scenario

As the Director of Human Resources at a transitional health care organization, you are charged with the overall administration of over 700 health care professional employees. This transitional health care organization is currently celebrating its 40th year in the community and serves as a model organization envied by local competitors. As the Director of Human Resources, you are responsible for hiring, orientation, training and development, compensation and benefits, and employee relations. Given the long existence of the organization, there have been many instances where management has been tasked with creating or modifying the company personnel policies and procedures.

You have recently met with the CEO regarding some topics related to human resources, including the concern that the facility is experiencing some complaints regarding management, especially in the area of employee-related adverse actions. Some employees complain that they are being unfairly singled out for corrective actions and progressive discipline. They claim that current policies are being unfairly administered and some of the policies are out of date. Additionally, there have been too many medication errors and harmful patient treatments by the nursing staff that have resulted in nursing management creating new policies and procedures in an effort to fix immediate issues.

The CEO has directed you to resolve these issues. Given the above scenario, respond to each question with and include references to support your proposed solution.

Question 1

What are some methods or practices to rationally and effectively discuss issues and resolve conflict? (What would your plan be to determine if the undesired patient outcomes are related to policy, related to procedure, or related to some other issue? (Current policies are unfair and out of date and medication errors)

Question 2

What are the differences between the Personnel Policy Manual and the Employee Guide?

Question 3

How do you plan to create procedures from policies? What kind of tools would you use to create procedures? How do you determine if each manager is up to date with the policies and procedures?

Question 4

How often should policies and procedures be updated? Who performs the updates to policies and procedures?