

Call for Papers

***SPECIAL ISSUE: HUMAN RESOURCE MANAGEMENT***

Deadline for Initial Manuscript Submission: November 1, 2009

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*Advances in Health Care Management*, an annual research series published by Emerald Publishing Group under the JAI imprint, is pleased to announce a special issue reviewing strategic management of human resource in health care, with publication planned in the summer of 2010.

There has been a dramatic shift in the role of human resource management (HRM) in the last two decades. Traditionally, the human resource (HR) function was viewed primarily as an administrative function in that it maintained files and records of people in the organization. In the 1980s and 1990s, an emphasis on the strategic role of HRM in achieving high organizational performance emerged.

Strategic management of HR in health care is important in delivering high-quality patient care. Given that salary and wages constitute about 65 to 80% of the total operating budget in a typical health care organization and also the fact that people play a critical role in delivering high quality patient care, it is imperative for health care organizations to manage their human resources more effectively. Unfortunately, HR function remains one of the most neglected in health care organizations and 'warm body syndrome' seems to characterize the role of HRM in health care organizations.

Using the industrial model to manage knowledge-based health care services makes as little sense as using the farm model to run factories. Strategic management of human resources in health care organizations requires an altogether different model of HRM from the one that exists today. To play a new and more significant role, the HR function needs to be provided more resources and it has to be staffed with sufficient number of highly qualified HR professionals.

The purpose of the special issue of AHCM on Human Resource Management is to explore the strategic role that HR function can play in delivering high quality and affordable health care. Specifically, both theoretical and empirical papers on the following issues will be of interest for the special issue:

- How is HR function structured or organized in health care organizations? To whom does the head of HR report to? Does the head of HR have the necessary professional expertise in HR? Is HR's role limited to paper work or does it play a more significant role? What about HR employees other than the head of HR? Do they have sufficient background and training in HR/behavioral sciences?
- Is HR involved in strategic planning and implementation in health care organizations? Is there any relationship between strategies pursued by health care organizations and their HR systems and practices?
- In view of the important role of organizational culture in health care organizations, do they employ HR systems and practices to manage their cultures?
- Is there a relationship between HR practices and quality of patient care? Are there factors that moderate this relationship?
- Do health care organizations have well-formulated HR strategies? If yes, what do they look like? If not, why not?
- What are the major HR practices employed by health care organizations? Do health care organizations use any unique HR practices? Are there any effective/ ineffective HR practices being used in health care organizations?
- Are there examples of health care organizations that have leveraged their human resources for competitive advantage?
- What role can HR play in making a health care organization an employer-of-choice? Can HR help an organization to become a provider-of-choice by making it a great place to work?
- Are there effective recruitment and retention strategies that can mitigate the high turnover of employees in health care organizations?
- How can HR practices improve the morale and well-being of health care workforce?

# Emerald *Advances in Health Care Management*

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### **Guidelines**

Review articles should orient new and established scholars about current themes within an area of research, as well as emerging themes and divergent views. Authors should evaluate these future directions and offer their perspective on the direction or directions that would help build theory and improve the practice of health care management.

### **Key Dates**

November 1, 2009:	Draft manuscripts submitted
December 15, 2009:	Reviews returned to authors
February 1, 2010:	Final manuscripts submitted
March 1, 2010:	AHCM volume 9 delivered to publisher
June 30, 2010:	AHCM volume 9 published

All papers will be double-blind reviewed. The editors will select the papers for this review volume on a competitive basis, based on the recommendations of the reviewers. Specific guidelines for submission are provided on the next page. Your email should request that the manuscript be specifically considered for this special issue on human resource management. Abstracts of proposed papers are also encouraged. Both the proposal abstract and the manuscript should be prepared in MS Word and submitted to [savageg@health.missouri.edu](mailto:savageg@health.missouri.edu).

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**MANUSCRIPT SUBMISSION GUIDELINES**

Authors should follow the American Psychological Association's style guidelines (5<sup>th</sup> edition) in preparing manuscripts, while also adhering to the following guidelines:

**Order of Material for Submissions:**

**Title Page:** Title of paper, name and affiliation of author(s), author(s)' complete current address(es) and telephone number(s) e-mail address(es), and any acknowledgement of assistance. For multiple author papers, please indicate contact author.

**Abstract:** Title of paper without author(s)' name(s) and a brief abstract of no more than 150 words summarizing the article and its findings/conclusions.

**Main Text:** Title of paper without author(s)' name(s)

**Acknowledgements:**

**Appendix:**

**References:**

**Figure Legends:** Numbered consecutively in the order in which they are first mentioned in the text.

**Tables:** Numbered consecutively in the order in which they are first mentioned in the text.

**Other Issues for Preparing Your Manuscript:**

Use 12-point Times Roman or Times New Roman for all text and tables.

When typing:

Distinguish between the digit 1 and the letter l (also 0 and O).

Use tabs for indents, not spaces.

Display titles and headings in a consistent manner.

Double space between all lines of the manuscript. Single spacing is only acceptable on tables.

References should follow the APA (American Psychological Association) standard.

References should be indicated by giving the author's name (in parenthesis) followed by the date of the paper or book; or with the date in parenthesis, as in 'suggested by Fletching (1975)'. In the text, use the form Olsen *et al* 1975 where there are more than two authors, but list all authors in the references. Quotations of more than one line of text from cited works should be indented and citation should include the page number of the quotation; e.g. (Thomas 1979: 56).

References should be listed in one alphabetical sequence at the end of the text:

For journals: Thornthwaite, C. W. & Mather, J. R. (1955). The water balance. *Climatology* 8, 1-104.

For Books: Zeleny, M. (1982). *Multiple criteria decision making*. New York: McGraw-Hill.

For a Thesis: Gartside, S. (1994). *Helplessness and depression*. Unpublished doctoral dissertation, McGill University, Montreal.

For Papers from Conference Proceedings, chapters from book, etc.:

Smith, I. J. K. (1977). Liberal theories of the state. In P. Shed (Ed.), *Alternative Perspectives of the State* (pp. 170-82). Boston MA: Back Bay Press.

**Tables and Figures:** Begin each table or figure on a separate page. In text, indicate the approximate placement of each table by a clear break in the text inserting:

**TABLE 1 / FIGURE 1 ABOUT HERE**

Set off by double spacing above and below; all figures/tables should be numbered consecutively, e.g., table 1, figure 1.