

# FOOTNOTES\*

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Remember the  
HCMD web site:  
[http://divisions.  
aomonline.org/hcmd/  
newsletter.htm](http://divisions.aomonline.org/hcmd/newsletter.htm)

## Letter from the Division Chair: *Greetings and Happy Spring!*

I look forward to seeing many of you in Chicago in August. I am excited to update you about the many activities going on now to serve the 780+ members of the Health Care Management Division. In a nutshell, the Division is strong and there are many things to look forward to in the coming months. The leadership group has been working in the following three areas this year.

### **1: Building on and Leveraging Division Strengths**

We continue to support the terrific HCMD committees and have worked hard to improve our communication among the leadership team and with you, our members. Please read more details in the Committee Reports in this issue of *Footnotes\**, but some notable highlights include:

Successful efforts by the Practice Committee (chaired by **Nancy Borkowski**) to get meeting paper summaries published in the *Journal of Healthcare Management* (also, thank you to Peter Weil and Reed Morton at ACHE for their help in this effort).

Activities of the Membership Committee (chaired by **Eric Ford**) to increase our membership, especially among existing AOM members interested in evidenced-based management research, international research, and student members.

### **2: Preparing for HCMD's Future**

In this area, we are engaging in a more thoughtful process of identifying and supporting future division leaders. Our volunteer structure means that future "formal" leaders (e.g. those in elected positions) learn and contribute in more "informal" roles on committees. To the many dedicated committee and other HCMD volunteers, we say a heartfelt Thank You! To others, we encourage you to **please let me or any Division leader know that you are interested in serving HCMD.** In addition, please vote in the Division elections which are going on now (or will be soon)!

Another key activity in this area encompasses our efforts as a Division to embrace and thrive in the new Annual Meeting format that begins this year. Thanks to **Eric Williams** (Program Chair), **Trish Reah** (PDW Chair) and **Rob Weech-Maldonado** (Division Chair-Elect), we have made some terrific plans for the meeting this year in Chicago (look for more details later in this letter and in *Footnotes\**).

Part of preparing for the future includes securing a strong financial position for HCMD. To that end, we are excited to announce that, thanks to the hard work of many dedicated people including **Tim Hoff** and **JD Bramble**, the AOM Board of Governor's formally approved and established the HCMD Student Development Endowment this year.

The Endowment was established with \$4,000 from division funds and a goal to raise additional money in the future. We believe it is in the best interest of the division to connect with students as they earn their degrees and move into either academia or practice. While the Division has regularly funded student awards and provided support for student development in the form of travel awards, the amount and number of awards has been dependent on available operating funds. The establishment of the endowment solidifies these efforts for HCMD and provides a stable source of support for these important efforts. Thank you to all involved in getting the Endowment established. Now on to the next phase – fund-raising!

This year, HCMD has established two separate Endowment sub-committees: the first focused on trying to develop a fund-raising strategy for institutional contributions to the student development endowment and the second focused on how division membership might be a participant in an endowment fundraising strategy. The subcommittees will be working through the summer trying to create an action plan for raising additional funds for the endowment. Watch out for more details as they emerge!

### **3: Adding Value for HCMD Members**

We are working to prepare for another high quality, relevant meeting in August with opportunities for sharing our work, celebrating our accomplishments, and enjoying time together. Please refer to other sections of this issue of *Footnotes\** for more details, but know that we are excited about some innovations for HCMD, including:

- a day-long Friday session for junior faculty and doctoral students;
- a “field trip” to see Rush University's new “Green Hospital” on Saturday; and
- a breakfast social on Tuesday.

We will continue some important and fun HCMD traditions, including Saturday's Networking Social, an outstanding Distinguished Speaker Session, and Monday-evening's HCMD Business Meeting and Division Reception.

We cannot do these things without the work of our leaders and the financial support of so many organizations, including *the American College of Healthcare Executives*, *Rush University*, *University of Alabama-Birmingham*, *Society for Organising in Healthcare*, *Association of University Programs in Health Administration*, and *University of Illinois-Chicago*. **Rob Weech-Maldonado** is doing a fantastic job this year and would love to hear from you if your organization wishes to sponsor HCMD's meetings this year.

We strive to communicate with members in meaningful ways and hope you will let us know how we can continue to improve HCMD.

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### **AOM Strategic Planning Process**

This year I have fortunate to serve as HCMD's representative in an intensive strategic planning process that the Academy of Management is conducting this year. I've enjoyed hearing about trends in academia, membership organizations, and the future of management scholarship and teaching. I am impressed with the process AOM is using and look forward to reporting on the strategic planning outcomes at a later time. I commend AOM leaders on this excellent, informative, and thought-provoking endeavor.

### **Final Thoughts**

It is my honor to work with the terrific group of people in HCMD. Thank you to everyone who says "yes!" when asked for help, who submits ideas and suggestions to the leadership group, who serves on committees, who submits papers (and those who reviewed them!)... in short to the many wonderful people who make this such a great Division.

*See you in the Windy City in August! Cheers!*

Christy Lemak, Division Chair

P.S. A final and much-needed thank you to **Jami DelliFraine** who edits *Footnotes\** so well (and exercises such diplomacy in her nudges regarding deadlines!). She is a huge contributor to our ability to communicate well and often. Thanks, Jami!

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### ***Message from the Past Chair***

I would like to extend my sincere thanks to members of the Health Care Management Division for their support and participation these past six years during my tenure serving on the executive committee of the division. It has been a true honor to serve in a leadership capacity with such fine individuals. There are many things we should be proud of as a division—our continued growth in membership, the increasing globalization of the Academy and the Health Care Management Division, and the high quality meeting programs in our division that engage both academics and practitioners. I have enjoyed meeting and interacting with so many of you over these past several years. What I will miss the most is the opportunity I have had in a leadership role to get to know such a diverse group of division members.

The division is in great hands with our existing leadership team. And within the future challenges of a more compressed Academy meeting and the ongoing need to integrate both a research and practice perspective into our strategic vision for the division lay real opportunities to implement fresh ideas around how we do things. My hope is that we continue to innovate and that as many of you as possible are an active part of that innovation. We are one of the smaller Academy divisions, but my exposure to other divisions these past six years, as well as the executive leadership of the Academy, tells me we are well thought of by others in the Academy,

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and stand out for our attention to management practice as well as theory.

Again, thanks so much for giving me the opportunity to serve you.

Timothy Hoff

Health Care Management Division Past Chair

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## Academy of Management

### Health Care Management Division

#### Ballot for 2009

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**Division Chair.** The current Chair-Elect is automatically nominated for this position to continue through the executive officer ranks. Additional nominations are also invited.

*Autonomic Nominee:* **Rob Weech-Maldonado**

**Division Chair-Elect.** The current Program Chair is automatically nominated for this position to continue through the executive officer ranks. Additional nominations are also invited.

*Autonomic Nominee:* **Eric Williams**

**Division Program Chair.** The current Professional Development Workshop (PDW) Chair is automatically nominated for this position to continue through the executive officer ranks. Additional nominations are also invited.

*Autonomic Nominee:* **Trish Reay**

**Program Chair-Elect/Professional Development Workshop Chair.** This position begins a five-year leadership progression through the executive ranks of the Division. Following the year as PDW Chair, this person serves as Program Chair, Division Chair-Elect, Division Chair, and Past Division Chair.

*Nominees (Alphabetical Order):*

**J.D. Bramble (Creighton University)**

**Jami DelliFraine (University of Texas)**

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**Academic-at-Large (2009-2011).** This is a two year position on the Executive Committee. Duties include working with the Division Chair and Chair-Elect on projects and activities as needed. This person serves as the liaison between the Executive Committee and the academic members of the Division. There is only one Academic-at-Large position that will be elected.

*Nominees (Alphabetical Order):*

**Louise Fitzgerald (De Montfort University)**

**Jonathon Halbesleben (University of Wisconsin Eau-Claire)**

**Chris Johnson (Texas A & M University)**

**Practitioner-at-Large (2009-2011).** This is a two year position on the Executive Committee. Duties include working with the Division Chair and Chair-Elect on projects and activities as needed. This person serves as the liaison between the Executive Committee and the practitioner members of the Division. There is only one Practitioner-at-Large position that will be elected.

*Nominees (Alphabetical Order):*

**Andrew Garman (Rush University)**

**Tom Sanders (Univ. of Montevallo)**

Voting will begin April 15th, so everyone should vote!

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## **2009 Academy of Management Health Care Management Division Program**

It's April and an academics thoughts turn to summer break...and time for research (or vacation, or both). It's also time to unveil the 2009 HCMD program in Chicago in August. The Academy theme is "Green Management Matters."

The 2009 Academy meeting will be the first under the new structure which eliminates Wednesday morning sessions and establishes standard blocks of 90 minutes for sessions (11 sessions across two days), with 15 minutes between sessions. Due to this new format, there is less time in the main program. That said, the schedule seems more intuitive and should result in better attended sessions.

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Like in past years, many superb papers and symposia were submitted. Division members representing 18 countries submitted 113 papers and 5 symposia. Over two hundred people volunteered to review and we used 158 individual reviewers. Based on reviews, we accepted 62 papers including 36 for presentations, 14 for visual presentations, and 11 for interactive paper sessions. We also accepted all five symposia and TWO of them were recognized as Showcase Symposia!

Our program consists of nine paper sessions, five symposia, two visual presentation sessions, and nine interactive paper sessions. Thanks to all authors, reviewers, emergency reviewers, discussants, chairs, and HCMD officers for all your help in putting together this program.

Here are several important events to remember for this year's academy. The first is our distinguished speakers. Yes, we have two, count 'em *two*, outstanding speakers in Marlena Fiol and Ed O'Connor. The distinguished speaker session will start at 4:45 and continue through 6:15 on Monday, August 10<sup>th</sup>. Following this is our annual business meeting from 6:30 to 7:30 and our division reception from 7:30 to 9:30. I look forward to seeing all of you in Chicago.

Below are our paper presentation sessions, visual paper sessions, and symposia. A full schedule will be available soon on the Academy website and in next edition of *Footnotes\**.

#### *Paper Presentation Sessions*

The Impact of Organizational Factors on Nurse and Patient Outcomes
Leadership, Culture and Organizational Change
Finance, Efficiency and Performance in Health Care Organizations
Healthcare Information Technology and Organizational Performance
Healthcare Information Technology: Organizational Characteristics and Outcomes
Stressful Environments and Health Professionals
Safety Culture in Healthcare: Influence on Employee and Patient Outcomes
Patient Centered Care: Making it Really Happen
Creating Service Quality in Healthcare Organizations

#### *Visual Paper Sessions*

Learning and Quality in Healthcare Organizations
Diversity, Strategy and Utilization in Health Care

## Symposia

Organizational Behavior in Health Care: Diverse Perspectives and International Dimensions
Refining Theories of Diffusion in Health Care: Insights from the Spread of DRGs Around the Globe
Innovation Implementation in Healthcare: Saving Good Ideas from Destruction**
Improving Sustainable Management In Health Care, Management Education, and Organization Development **
Human Resource Management as Strategic Change Agent in Health Care Organizations

\*\* Showcase Symposia

Eric Williams, Program Chair

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### *Message from the PDW Chair*

Thanks to the great submissions from our members, we're going to have a set of very interesting and engaging sessions this year! The new format for AOM has allowed us to reorganize our PDW program so that we can provide a fun and informative day exclusively for PhD students and Junior Faculty, and still offer other sessions that will be of interest to our entire membership. There will be more details later, but here is a brief overview of the sessions that will be sponsored by our division this year:

#### **PhD Student and Junior Faculty Consortium**

This will be a full-day session for doctoral students and junior faculty with research interests in health care management. Participants will engage in small group and plenary discussions with experienced faculty regarding topics such as: how to finish your dissertation; how to get tenure; how to get your work published; and how to thrive in academia. Further details including registration information will be available soon. Contact Trish Reay at [trish.reay@ualberta.ca](mailto:trish.reay@ualberta.ca) if you want more details.

#### **Green Management in Healthcare: Site Visit to Rush University Medical Center**

On Saturday afternoon there will be a site visit to Rush University Medical Center (in Chicago) to tour the facility and engage in two didactic sessions at Rush focusing on: (1) green facilities design, and (2) greening hospital operations. Transportation from the conference hotel to/from Rush is provided. There is limited space. More details and registration information will be available soon.

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Our more “regular” PDW sessions are geared toward all members – not just students or junior faculty!! We encourage everyone to consider attending a session or two of the pre-conference. You may want to learn about research methods that are new to you, or brush up on techniques you haven’t used lately. You might also want to hear about some newer technologies for the classroom that can be a greener approach to teaching. Or, you might be interested in discussing different ways to obtain research funding. Or, you might even be interested in retiring. Here’s a list of this year’s PDW sessions. More details will be available soon. The schedule is not yet finalized, but most of these sessions will be held on Saturday, August 8th, 2009.

### **Mixed Methods Interactive Workshop**

Experts in mixed methods research will present information and provide guidance as participants try out some of the techniques discussed.

### **Transitioning Toward Retirement and Beyond**

This workshop examines the nature and options associated with late career transitions including retirement itself. Workshop participants will address a series of issues related to pre- and post-retirement career strategies.

### **Obtaining Funding for Health Care and Organizational Research Nationally and Internationally**

This workshop focuses on three issues in funding your organizational research: how to get funding, how to write proposals, and how to foster collaboration among national or international research teams.

### **Exploring the Journey from Dissertation to Tenure through Networking**

Participants will have an opportunity to develop new collegial networks by meeting and talking with each other and more senior faculty about the dissertation process, the job search and promotion and tenure.

### **Where's the Evidence? - Writing Excellent "Practice Implications" in Scholarly Publications**

In this session, participants will discuss and practice writing effective Practice Implications (PI's) that are relevant to practitioners and that translate research findings into practice.

### **Green Management Matters: Finding Greener Learning Pastures with More Creative Teaching Tools**

This PDW allows participants to learn about a variety of new teaching and e-learning tools that are available such as: Wimba Classroom, Blackboard, and computer-based (and other) simulations.

And please mark your AOM calendars!! We will have a **Saturday Night Networking Social** sponsored by AUPHA (Association of University Programs in Health Administration) and SHOC (Society for the Study of Organising for Healthcare).

Trish Reay, PDW Chair

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**Call for Nominations:  
AOM/HCMD Excellence in Teaching Award!  
Deadline for nominations is April 17, 2009.**

Please consider sending nominations for the AOM/HCMD Excellence in Teaching Award. This award recognizes innovative and outstanding teaching that takes place in our classrooms and provides the opportunity to encourage, recognize, and reward the work of excellent, dedicated, and inspiring teachers. Guidelines are below. Let's recognize those excellent teachers!

### **ELIGIBILITY**

All members of a University level academic staff, tenured or on full time contract are eligible for an award. Recipients must have been employed in a teaching position for at least three years within the University. Award winners will not be eligible for re-nomination for 3 years. Self-nominations are acceptable.

### **AWARD CRITERIA**

Applicants will be assessed on the basis of their success in developing effective teaching methods, courses, and/or teaching materials that generate student learning, critical thinking, problem-solving, collaboration, and/or research. Nominees must exhibit a commitment to teaching health care management, stimulate active, continuous learning, inspire excellence in students' achievements, promote independent learning, and create an environment for the development of critical and open thought. Successful applicants will demonstrate organized course material, cogent and imaginative presentation, and integration of current scholarship into their teaching. Finally, nominees must provide compassionate guidance and advising of students, appropriate assessment of student performance, and evidence of assuming a leadership role in their departments.

### **SELECTION**

Selection will be made by the members of the Teaching Selection Committee. The nominator/nominee must compile all documentation in support of the nomination. Materials will not be returned to the applicant. Awardees will be notified in advance. The Award (which includes peer recognition, a plaque, and a \$250 honorary educational grant\*) will be presented at the Academy of Management Annual Meeting. Upon review of the initial application materials, the Selection Committee on Teaching may request supplementary materials from selected applicants. This supporting documentation may include:

- Student evaluations and peer summaries of those evaluations, enrollment figures, evaluative observations by colleagues, teaching awards, and other forms of peer recognition;
  - Descriptions and samples of methods, materials, course syllabi, innovative uses of technology, development of new courses or programs, and evidence of their successful implementation;
  - Papers of projects completed by students; evidence of students presenting papers at professional meetings or of students subsequently publishing work done with this teacher; actions by the teacher, both curricular and co-curricular, intended to increase student interest and involvement in health care management.
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## Guidelines and Application Process

*Step 1.* Those wishing to nominate individuals for the AOM/HCMD Excellence in Teaching Award should a Letter of Nomination (electronically) of no more than 500 words highlighting the nominee's achievements with respect to one or more of the criteria listed above to Dawn Oetjen, Department of Health Management and Informatics, University of Central Florida, [doetjen@mail.ucf.edu](mailto:doetjen@mail.ucf.edu).

**Deadline for nominations is April 17, 2009.**

*Step 2.* After initial screening, eligible candidates will be notified and asked to provide some or all of the following information:

- A Curriculum Vitae (of no more than three pages) outlining the educational history, work history, and professional and honorary organizations in which the nominee holds membership A curriculum vitae of no more than three or 4 pages outlining the educational qualifications, career history, teaching positions and teaching experience of the applicants.

- Two (2) Letters of Recommendation, one from a student and one from the nominee's department head, each of which speaks to the qualifications of the nominee in light of the criteria.

Selected teaching material supporting the applicant's claims against the selection criteria. These may include but are not limited to, materials such as evidence of contributions to curriculum or program design, student evaluation or teaching scores, or material prepared for students such as audiovisual material, CD ROMs, course handouts and study guides. Please limit teaching materials to a maximum of one CD ROM and/or one video or audio tape and/or 10 pages of printed material.

*Step 3.* Nominees and winners will be notified prior to the Annual Meeting.

\* The AOM-HCMD Teaching Award Committee gratefully acknowledges  
**the sponsorship support of Jossey-Bass/Wiley for the \$250 honorary grant**  
 to the AOM/HCMD Teaching Award recipient.

***Reminder: please consider nominating a colleague for the HCMD Myron D. Fottler Exceptional Service Award. Nominations are due by May 1, 2009.***

This award was established to recognize a member of HCMD who has provided extraordinary service to the Division and to the profession.

We are now accepting nominations for individuals who meet the following requirements. A nominee must have:

- (1) Dedicated at least 10 years to HCMD and the profession and established a consistently strong presence in the Division over a long period of time;
- (2) Served as a meaningful mentor, not only to colleagues and students in his or her own university, but also to others in HCMD;

(3) If the individual has served as a Division officer, he or she must have continued participation for at least five years after serving as an officer.

To nominate someone for this award, please send the following information to Robert Weech-Maldonado, HCM Division Chair-Elect by May 1, 2009:

- (1) Written statement of how and why the nominee meets the above criteria;
- (2) Nominee's CV; and
- (3) 2-4 letters of support from other individuals who are familiar with the nominee's service and support the nomination

Nomination packets should be sent to Robert Weech-Maldonado ([rweech@uab.edu](mailto:rweech@uab.edu)), Division Chair-Elect by May 1, 2009. A committee will review the nominations and make a decision by June.

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