

FOOTNOTES*

Spring 2011*

TIME SENSITIVE DEADLINES:

Fottler Service Award: May 20th

Teaching Award: May 15th

Student AOM Travel Scholarships: May 30th

Call for Case Studies: May 15th

Elections: May 15th

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A MESSAGE FROM THE CHAIR

As I walk around campus, the trees are showing pink and white blossoms and the flowers are blooming in a riot of colors. Soon (and not soon enough for some of us) classes will be over and summer will start. And, of course, the summer will end with us in San Antonio for the 2011 Academy of Management meeting! The theme for this year is West Meets East: Enlightening, Balancing and Transcending. And speaking of enlightening, but perhaps not of balancing, both **Jami DelliFrane** and **Eric Ford** have been working assiduously on their parts of the program. Both are shaping up to be great! Take a look at their columns. Also thanks to everyone who reviewed in February and who will serve as session chairs.

Trish Reay has been working hard on fundraising in a tough economy and has succeeded in secured a goodly number of commitments for our PDW and Main receptions (see her column). I want to offer a personal note of thanks to Trish for taking the Canadian currency that was contributed in our "Loonies and Toonies for Students" campaign at the end of the last Academy meeting. We collected \$97.21 which she exchanged and forwarded to AOM for our endowment. Speaking of our which, our **Student Development Endowment Fund** is \$7666.19. We will transfer some money from our operating account, depending on our budget for San Antonio. If you made a commitment at our annual meeting or would like to make a commitment, **Trish** and **Jeff Helton** (our student representative) will be spearheading our fundraising efforts. We need \$20,000 in the fund to begin to make grants for students to attend the meetings. **Trish** has also secured a truly distinguished speaker, but I will let you read her column for that.

I want to thank all of our officers for their hard work this year. I want to single out **Robert Weech-Maldonado**, our past division chair, as he completes his five-year leadership term. Rob has been a great contributor to our Division. He stepped into this role at a difficult time and performed above the call of duty.

Before I finish, I have three reminders. The first is that our divisional elections are coming up soon. The second is to read the revised By-Laws on our

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Please visit our **HCMD website** at:
<http://division.aomonline.org/hcm/newsletter.htm>

divisional website. We will be voting on them during Academy elections. The third is to nominate candidates for the Myron D. Fottler Exceptional Service Award and the AOM/HCMD Excellence in Teaching Award.

Submitted Respectively,
Eric Williams, Ph.D.
Chair, HCMD 2010-2011

A MESSAGE FROM THE DIVISION CHAIR-ELECT

I'm happy to report on three items related to our upcoming meetings in San Antonio – (1) announcing our distinguished speaker, (2) raising funds for the annual program and student scholarships, and (3) opening nominations for the Myron D. Fottler Exceptional Service Award.

First, I am delighted to announce that **Major General David Rubenstein** will be our distinguished speaker this year. MG Rubenstein commands the US Army Medical Department Center and School and serves concurrently as the 16th Chief of the Medical Service Corps. Prior to this assignment, he was the Army's Deputy Surgeon General. The title of his talk will be: "**Healthcare Leadership: Thoughts from my Foxhole.**" This session will take place on Monday, August 15, 2011 from 4:45 to 6:15 pm in Salon K at the Marriott Rivercenter. A very big thank you to **Lee Bewley** who has been the critical lynchpin in making this happen.

Fundraising for the annual conference is well underway, and I want to thank those who have already pledged their support. Please join me in thanking **Lydia Middleton and staff** of the Association of University Programs in Administration, **Christopher Johnson** at Texas A&M Health Sciences Center, **Dean Jim Weeks and Eric Ford** at the Bryan School of Business and Economics, University of North Carolina, **Osama Mikhail** and **Jim Langabeer** at the George McMillan Center for Healthcare Management at the University of Texas Health Science Center, School of Public Health, and **Mary Stefl** at Trinity University. They and their institution's generous contributions are very much appreciated. When you see any of them, please thank them personally. I also want to recognize **Tim Huerta**, and **Jami DelliFraine** for their assistance.

In addition, we are continuing our fundraising initiative to develop an endowment fund that will support graduate student attendance in our PDW and Program. This is particularly important as more domestic and international students are attending and presenting in our division. Please see the pledge form at the end of this newsletter – and help us to grow the endowment.

Finally, I want to invite nominations for the **Myron D. Fottler Exceptional Service Award**. We will be accepting nominations until **May 20, 2011**. This award was established to recognize a member of the HCM division who has provided extraordinary service to the Division and to the profession.

Criteria for the award are:

- *Dedicated at least 10 years to HCM division and the profession and established a consistently strong presence in the Division over a lengthy period of time;
- *Served as a meaningful mentor, not only to colleagues and students in his or her own university, but also to others in the HCM division;
- *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 **Trish Reay** (trish.reay@ualberta.ca) HCM Division Chair-Elect by **May 20, 2011**:

(A) Written statement of how and why the nominee meets the above criteria;

(B) Nominee's CV; and

(C) 2-4 letters of support from other individuals who are familiar with the nominee's service and support the nomination

I really look forward to seeing everyone next year in San Antonio! -**Trish**

A MESSAGE FROM THE PROGRAM CHAIR

2011 AOM Health Care Management Program San Antonio, Texas at the Marriott Rivercenter

The HCM division has lots of great sessions on the scholarly program this year. Most of our sessions and receptions will take place at the Marriott Rivercenter. Registration, housing and travel information for the meeting will be coming soon, so be sure to make your reservations early!

We had a large number of submissions this year - many thanks to all submitters and your hard work! Here are the statistics for number of papers and symposia submitted:

Papers submitted: 131

Papers accepted for presentation: 54

Symposia proposals submitted: 8

Symposia proposals accepted: 3 (all are co-sponsored with other divisions, and we have 1 showcase symposium)

Because of the high number of submissions and the Academy-wide policy reducing the acceptance rate across all divisions, it was a very competitive process to get papers or symposia on the program. Congratulations to everyone with accepted papers and symposia!

This year there will be four types of paper sessions in addition to symposia presentations – all occurring on Monday, August 15th and Tuesday, August 16th. Below I've listed the different types and the number of sessions and papers included in each:

Divisional Paper Sessions: These are the traditional paper presentations where authors stand at the front and present their paper to the audience. This year the number of papers per session is 3. At the conclusion of the presentations, the session chair will lead a general discussion involving the audience and presenters. We are planning these sessions so that there is plenty of time for discussion.

* **HCM has 11 Paper Sessions** where 33 papers will be presented and discussed.

Divisional Roundtable Paper Sessions (DRP): These are similar to previous roundtable sessions except that all papers in the sessions will be HCM papers. In this presentation format, the authors of 3 to 5 papers will be seated at the roundtable, together with a session facilitator. The focus of these sessions is on discussion of each paper, both individually and collectively.

* **HCM has 3 Divisional Roundtable Sessions** where 15 papers will be presented and discussed.

Cross-Divisional Paper Sessions (CDP): These sessions are organized by a separate program chair who has grouped together papers from all AOM divisions to facilitate cross-divisional discussions. (These sessions occur at various locations – not necessarily the Marriott Riverwalk).

* **HCM has 2 papers in Cross-Divisional Paper Sessions.**

Discussion Paper Sessions (DISC): These sessions are also organized by a separate program chair who has grouped papers together in ways that will facilitate focused discussion on each paper. (These sessions occur at various locations – not necessarily the Marriott Riverwalk).

* **HCM has 4 papers in Discussion Paper Sessions.**

If you want more information about these different types of sessions, please check out the information on the AOM program website.

Joint Symposia Sessions (JS): These sessions are designed and delivered by AOM members. We have **3 symposia** on the program this year -- one of which is our Showcase Symposium. All 3 symposia are co-sponsored by other divisions.

I want to thank all of our **233 reviewers** who made this whole process possible. Special thanks go out to the people who graciously provided emergency reviews. Thanks also to the people who have volunteered to serve as session chairs and facilitators. In addition, personal thanks from me to **Trish Reay, Eric Williams, and Rob Weech-Maldonado** who provided excellent mentorship guidance and advice.

In addition to our Distinguished Speaker Event, please note the following additional special events:

* **HCM Business Meeting** on Monday, August 15th at 6:30 pm

* **HCM Reception** on Monday August 15th from 7:30 to 9:30 pm

The entire program will soon be available on-line. Please check it out, and start planning which sessions you will attend.

See ya'll in San Antonio!

-Jami DelliFraine (HCM Program Chair 2011)

2011 HCM DIVISION PROFESSIONAL DEVELOPMENT WORKSHOP PREVIEW*

The 2011 PDW promises to be an exciting event with some opportunities that we can only take advantage of in San Antonio, Texas. The first day (Friday, August 12, 2011) will kick-off the Academy conference with a field trip to **Brooke Army Medical Center** located on **Fort Sam Houston**. The tour starts by visiting the **Center for the Intrepid**, which is the world's premier physical rehabilitation facility. Next, we will tour the medical facility and end the morning at the **Warrior Family Support Center**. To end the visit we will have lunch before heading back to the hotel. There will be a required registration as space is limited. In addition, we may need to get a list of visitors to the base security in advance so please be looking for more information. Please be sure to thank **Major General Al Aycock, Chondra Percy** (the Fort Sam Houston Public Affairs liaison) and **Warren McDonald** for all their hard work in making this event possible.

The on-site sessions promise include both new offerings and some classics that you'll want to be sure to revisit. Among our new sessions, we have two distinguished groups on international scholars who will lead

a session on *Comparative analysis research across nations* and *International comparisons of stakeholder in healthcare innovation*. One session that I am sure people from all over the academy will want to attend is the *Philosophy and anatomy of a research manuscript*.

The PDW will also feature two sessions that look at online teaching and learning techniques (*Innovative On-line Learning Techniques for Healthcare Managers: Mindful Approaches* and *East Meets West: Traditional Teaching Meets Online Learning*). Naturally, we will have a series of sessions on career management beginning with *Finding a balance: Job search strategies and considerations in the small world of academics*. In addition, we brought back a fan favorite to conclude the didactic part of the PDW with **Drs. Bigelow, Arndt, Chilingerian, Montgomery and Savages' *Exploring the journey from dissertation to tenure through networking***. This interactive session has fostered conversations and research partnerships that extend well past the Academy itself. Directly after the last session we will spring into the first social event.

The **Association of University Programs in Health Administration** will once again sponsor the PDW Social. This year we are holding the *PDW Social and Alamo Remembrance* at the **Las Ramblas** restaurant located on the **Riverwalk** in the **Hotel Contessa**. There will be beer, wine, sangria and tapas (appetizers) at the event. Please bring your families too. It promises to be a good time.

Translation into Texan*:

Well butter my butt and call me a biscuit, a bunch of long-haired academic types are fixin to invaded our fair state. Oh well, I've had worse in my eye. This year's PDW promises to be busier than the only set of jumper cables at a redneck picnic. So let's make the best of it, show them some Hill Country hospitality and have a good time. When I heard that our buddies at Texas Tech were co-sponsoring the PDW social on Saturday night to make it an open bar event I liked to tumped over. We'll see ya when we see ya.

Still all hat and no cattle,

Eric Ford...

PDW Chair

* Many readers took offense last year when my article was translated into French in order to conform with the Canadian bi-lingual regulations. Ok, it was just an excuse to slip in some gratuitous double entendres. Who knew so many of you were fluent in French? Oh well, in the interest of equality I have added a section translated into Texan this year.

CALL FOR NOMINATIONS AOM/HCMD Excellence in Teaching Award

Deadline for nominations is May 15, 2011.

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.

Guidelines and Application Process

Step 1. Those wishing to nominate individuals for the AOM/HCMD Excellence in Teaching Award should submit 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 **Amy Yarbrough Landry**, Department of Health Services Administration, University of Alabama at Birmingham at akyarb@uab.edu.

Step 2. After initial screening, eligible candidates may 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 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, course handouts and study guides. Please limit teaching materials to a maximum of one CD 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.

Amy Landry, Chair, Teaching Committee

FUND OUR FUTURE WITH THE HCMD STUDENT DEVELOPMENT ENDOWMENT

The Health Care Management Division has shaped many research careers through our outstanding Professional Development Workshop, developmental peer reviews, and the research meeting itself. Please consider joining members who have made personal contributions to help the next generation of scholars begin attending these meetings as early in their careers as possible. All donations increase an endowment from which we draw to fund travel scholarships to our annual national meeting.

Giving Levels

\$5,000 +	Scholarship named after donor or identified honoree
\$500 +	Emerging Scholars Benefactor
\$250 - 499	Emerging Scholars Patron
\$100 – 249	Emerging Scholars Sponsor
Up to \$99	Friend of Emerging Scholars

Please write the check to AOM, note “**HCMD Student Development Endowment Fund**” in the memo line, and email **Chris Johnson** to let him know you’ve sent the donation (cejohnson@srph.tamhsc.edu). You should receive an acknowledgement with AOM’s tax ID number within 4 weeks. Contributions to HCMD are tax-deductible for US citizens.

Alternatively, you may use the Scholarship Endowment Gift Form found at the back of the newsletter to submit your donation.

Rebecca Wells

DOCTORAL STUDENT SCHOLARSHIPS

HCM Division will offer a limited number of \$250 scholarships for doctoral students who attend the 2011 Annual Meeting in San Antonio. Preference will be given to doctoral students who have papers that have been accepted for the HCM Annual Meeting program and will attend the HCM Doctoral Student Consortium.

Interested doctoral students should send email to **Trish Reay**, Division Chair-Elect **by May 30th** (trish.reay@business.ualberta.ca) email should specify 1) whether or not the individual has a paper accepted for the HCM program; 2) if he/she plans to attend the HCM Doctoral Student Consortium; 3) the university program the individual is attending; and 4) whether the individual is a doctoral student, ABD, or has recently defended his/her dissertation.

HOT OFF THE PRESSES

RECENT 2011 HCMD MEMBER BOOK PUBLICATIONS

Andrew N. Garman, Thomas C. Royer, & Tricia J. Johnson (2011). *The Future of Healthcare: Global Trends Worth Watching*. Health Administration Press; First edition, ISBN-10: 1567933793. <http://www.ache.org/pubs/redesign/productcatalog.cfm?pc=WWW1-2170>.

Wankel, Laura A., and **Charles Wankel** (2011). *Higher education administration with social media: including applications in student affairs, enrollment management, alumni relations, and career centers*. Bingley, UK: Emerald. ISBN: 0857246518. <http://amzn.com/0857246518>.

CALL FOR CASE STUDIES

The editors of the upcoming book titled ***ORGANIZATIONAL BEHAVIOR IN HEALTHCARE: CASE STUDIES*** are seeking case studies that address organizational behavior topics with practical applications in the healthcare sector.

The purpose of the book is to advance the classroom learning experience of graduate students pursuing health administration/management studies. The creation of a case studies resource for faculty and students will expand their ability to use current organizational behavior issues to link theory to practical applications in the healthcare sector.

Who Should Participate

Academics and Practitioners are encouraged to participate.

Suggested Organizational Behavior Topics

Diversity Issues, Perceptions and Attitudes, Workplace Communication, Motivation
Power and Influence, Leadership Style, Stress and Burnout, Conflict Management, Decision Making and Negotiation Skills, Group Dynamics, Teams and Team Building, Organizational Development, and Change Management

Deadlines

First draft of case study due **by May 15, 2011**.

Other Information

Accepted case studies will be published in *ORGANIZATIONAL BEHAVIOR IN HEALTHCARE: CASE STUDIES* by Jones and Bartlett Publishers (contributing authors will receive a copy of the book). In addition to the case study, authors will provide support documentation required for the case analysis (i.e., a summary of the theory(ies) of organizational behavior upon which the case study and, possibly exercises, focus, discussion questions, etc.).

Contact

Gloria Deckard, PhD at deckardg@fiu.edu or 305-348-0429

Nancy Borkowski, DBA, CPA, FACHE, FHFMA at nborkows@fiu.edu or 305-348-2589

HCMD 2011 ELECTIONS

Investing in the Next Generation of our Division Leaders

The 2011 Elections for HCMD will occur between April 15 and **May 15**. This year we are electing the following three positions: Division Program Chair-Elect, Academic-at-Large, and Practitioner-at-Large.

On behalf of the Nominating Committee, I am pleased to present this slate of candidates found on the following pages. **Please be sure to vote!**

Robert Weech-Maldonado

HCMD Past-Chair and Chair, Nominating Committee

CANDIDATES FOR DIVISION PROGRAM CHAIR-ELECT

CHERYL RATHERT from University of Missouri-Columbia



Cheryl Rathert

Cheryl Rathert is an Assistant Professor of Health Services Management in the Department of Health Management and Informatics, University of Missouri School of Medicine. She is also Senior Scholar with MU's Center for Health Ethics, and a core faculty member of MU's Informatics Institute. She received her Ph.D. in Management, with an emphasis in Organizational Behavior, from the University of Nebraska, and has a Master's degree in Industrial - Organizational Psychology. Prior to her academic position, she worked in the private sector conducting patient and employee research in the health care industry. During this time she led large patient survey development studies in the U.S. and Canada. She served on the Public Reporting Faculty for *Patients Evaluate Performance – California* (PEP-C) and sat on the Scientific Advisory Board at National Research Corporation.

Currently, Cheryl teaches in MU's graduate program in Health Administration. Her research interests focus on health care work environments and how they relate to provider and patient behaviors and outcomes. She has focused on patient experiences of patient safety and patient-centered care; specific elements of the work environment, and ethics issues in clinical care. She is also interested in international comparisons of patient and care provider experiences. She is an editorial board member of *Health Care Management Review* and a Senior Reviewer for the *Journal of Organizational Behavior*. She also reviews regularly for other journals.

Cheryl has been a member of AOM since 2002, and has been actively involved in HCM since 2005. She has served on the Research Committee, and has been its Chair since 2009. She has been an annual meeting reviewer and presenter every year since 2005, has served as an emergency reviewer and session chair, and has won several "outstanding reviewer" awards. She also has developed cross-divisional PDW sessions with international members. In 2008 she was the lead author (with Ghadir Ishqaidef and Douglas R. May) on the paper that won the HCM Division's Best Paper award.

CANDIDATES FOR DIVISION PROGRAM CHAIR-ELECT

REBECCA S WELLS from University of North Carolina



Rebecca S Wells

Rebecca Wells is an associate professor in the Department of Health Policy and Management in the Gillings School of Global Public Health at the University of North Carolina, Chapel Hill. Her research focuses primarily on coordination within and across safety net organizations. Her current projects are funded by the National Institute of Mental Health and the Robert Wood Johnson Foundation. She has published extensively in journals including *Health Care Management Review*, *Health Services Research*, *Medical Care Research & Review*, and *Social Science & Medicine*. Recognitions have included the Health Care Management Division's Best Theory-to-Practice Award (2004); the John D. Thompson Young Investigator Award (2006); and outstanding reviewer for the Health Care Management Division (2003, 2004, 2007, 2008, and 2010).

Rebecca has enjoyed previously serving the Health Care Management Division as the Footnotes* newsletter editor, chair of the Practice Committee, and Academic-at-Large. Recently, she has focused on service in North Carolina as co-chair of a collaborative of agencies and advocates improving systems of care for children. As that term draws to a close, she is eager to re-focus on the Health Care Management Division, a community of scholars that was instrumental in her own career development.

CANDIDATES FOR DIVISION ACADEMIC-AT-LARGE

NANCY BORKOWSKI from Florida International University



Nancy Borkowski

Nancy Borkowski is Clinical Associate Professor and the Director of Healthcare Management Programs for the Chapman Graduate School of Business at Florida International University in Miami. Nancy has over 20 years of industry experience and for the past 15 years has held various faculty positions at Florida International University and St. Thomas University. She teaches leadership, organizational behavior, strategic management, as well as financial management.

In addition to her three textbooks in the area of Organizational Behavior in Healthcare, Nancy's work has been published in Leadership in Health Services, Group & Organization Management, Organizational Behavior and Human Decision Processes, Health Care Management Review, Journal of Ambulatory Care Management, Journal of Health Administration Education, Journal of Health and Human Services Administration, International Journal of Public Administration, Hospital Topics, and the Journal of Healthcare Marketing.

Since 2005, Nancy has served on the Academy of Management's Health Care Management Division's Executive Committee in various roles (including Practitioner-at-Large and Chair of the Practice Committee).

CANDIDATES FOR DIVISION ACADEMIC-AT-LARGE**AMY YARBROUGH LANDRY from University of Alabama at Birmingham**

Amy Yarbrough Landry

Amy Yarbrough Landry is an Assistant Professor in the Department of Health Services Administration at the University of Alabama at Birmingham (UAB). Prior to UAB, she was an Assistant Professor in the Department of Health Services Research, Management, and Policy in the University of Florida's College of Public Health and Health Professions. She holds a Ph.D. in Health Services Administration with a concentration in Strategic Management from UAB. Prior to her academic career, Amy worked in hospital operations in a large academic medical center. Amy's research interests include the strategic behavior of healthcare organizations, and how this behavior influences organizational performance. She has specifically studied the organizations involved in the operation of the Medicaid program. In addition, she has an interest in factors contributing to organizational financial distress, and the influence of financial distress on organizational quality.

Amy has been a member of the Health Care Management Division of the Academy of Management since 2005. She has served as both session chair and discussant at several AOM meetings, and she has presented papers and participated in several professional development workshops. Amy has been recognized as an Outstanding Reviewer for HCMD every year since 2007, and she has been a member of the HCMD Teaching Committee since 2007. In 2009, Amy became the Chair of the Teaching Committee. Since assuming her role as Chair, she has worked to increase the visibility of the HCMD Teaching Award, facilitated the submission of PDWs related to pedagogy in management, and increased committee membership.

CANDIDATES FOR DIVISION ACADEMIC-AT-LARGE

FEDERICO LEGA from Bocconi University



Federico Lega

Federico Lega, Ph.D, is professor of healthcare and public management at Bocconi University, Milan, Italy. Federico currently serves as leader of the executive education for the healthcare sector at SDA Bocconi School of Management (SDA), where he manages a faculty of 40 FTEs professors and - on a yearly base - a portfolio of 30 short-medium term executive courses, 4 master programmes, about 50 customized programmes and about 15 research programmes. He is in charge of the management track at the International Master of Healthcare Management, Economics and Policy (MIHMEP). In addition, he is Director of the Master of Science in Public Management and International Organizations (CLAPI) at Bocconi University, where he teaches courses in Public Policy and Administration. Finally, he is Head of the unit Strategy and Organization at CERGAS Bocconi, an academic research center on healthcare policy and management. He coordinates researches on strategic planning processes, organizational redesign and development and leads change management projects in hospitals and other health organizations.

He has research and teaching connections with several institutions, such as INSEAD, University of Alabama at Birmingham, York University Management School (UK), Leeds University, Warwick University, King's Fund London, Stellenbosch - South Africa, Catholic University of Cordoba – Argentina, Management Center of Innsbruck.

His research and teaching interests focus on organization and management of hospitals and health institutions and on modernization, change management and innovation processes in the health sector. He published five books and several articles. He is internal auditor of the Italian Health Economics Association (AIES) and member of the European Health Management Association (EHMA) and active in European COST initiatives on improving healthcare systems.

CANDIDATES FOR DIVISION PRACTITIONER-AT-LARGE

JENS RIKARDT ANDERSEN from **University of Copenhagen**



Jens Rikardt Andersen

Jens Rikardt Andersen is MD and is a specialist in gastroenterology, internal medicine and sports medicine. He has four degrees from Business Schools: Two diplomas in management, one bachelor in commerce with specialty in organization and management, and finally MPA (master of public administration). He is currently (since 2004) Associate Professor in Clinical Nutrition at the Department of Human Nutrition at the University of Copenhagen. Besides from nutrition he is teaching quality assessment, quality development, nutritional management in institutions and statistics. Along with the university position he is Senior Physician at the Nutrition Unit at the largest university hospital in Copenhagen, and works here part time with patients and management.

He has been chairman of the national scientific society in Clinical Nutrition for the past five years, and Chairman of the Board in a Company for Social Housing in Copenhagen for the last 17 years. He has been member of the National Managerial Committee in a Danish political party for the last consecutive 21 years.

He has been a member of the AOM since 2009, and participated in the meetings in Chicago and Montreal (chairman and reviewer). At present his main interest is introduction and accreditation of national, nutritional screening programs and introduction of nutritional teams in the health sector.

CANDIDATES FOR DIVISION PRACTITIONER-AT-LARGE

BARBARA DAIKER from **Northwest Eye**



Barbara Daiker

Barbara Daiker, Ph.D. is the executive director of Northwest Eye in Minneapolis, where she has worked since September 2000. Northwest Eye is the largest ophthalmology practice in Minnesota and a leader in the region for medical and surgical eye services. Barbara earned her doctoral degree in Organization and Management from Capella University. Her master's degrees in Public Health Nursing and Educational Psychology are from the University of Minnesota. Her undergraduate degree in Nursing is from Augsburg College in Minneapolis.

In her practitioner role, Barbara is responsible for the three organizational entities that provide clinical services, ambulatory surgery, and retail sales. These responsibilities include financial, regulatory, operations, human resources, and information management. Barbara is the leader for 150 employees and 20 physicians, representing \$25 million in revenue. Prior to Northwest Eye, Barbara held leadership positions with United HealthGroup, Cigna, and other health care organizations.

Barbara has authored peer reviewed journal publications, presented at professional conferences, and served in key leadership roles for three separate professional organizations. She has been a member of AoM for two years and knows that the best way to support a professional organization is to take an active role.

MEDICARE & MEDICAID RESEARCH REVIEW (MMRR)

General Call for Papers

Ongoing Submissions Accepted

Medicare & Medicaid Research Review (MMRR) is soliciting studies, policy analyses, and program evaluations that use rigorous, scientific research methods.

We are interested in papers addressing changes in coverage, quality, access, the organization and delivery of health services, payment for health services, and innovative methods. Do not presume from the title that the scope is narrowly defined to include only research directly involving the Medicare, Medicaid, or the Children's Health Insurance (CHIP) programs. It is not. However manuscripts should have results or conclusions that pertain at least indirectly to these programs.

Illustrative examples of topics include but are not limited to:

- Development, use, and effects of quality-based and bundled-service payment models,
- Impact of changes in cost sharing and coverage on care utilization patterns and outcomes,
- Impact of Medicaid eligibility changes on the organization and delivery of care,
- Descriptive analyses of longitudinal utilization and cost patterns among Medicare, Medicaid, and CHIP beneficiaries,
- Impact of changes within the private health care system on Medicare, Medicaid, and CHIP,
- Analyses of the types of health research questions amenable to quick study and implementation, and those questions that are not.

Submitted manuscripts must report the results of original scholarship. Manuscripts that are primarily editorial or opinion-based will not be considered. Manuscripts with results that directly support actionable recommendations will receive priority for publication.

All manuscripts must be submitted by email to MMRR-Editors@cms.hhs.gov according to the "Information to Authors and Electronic Submission GuidelinesPeer Reviewer Guidelines¹." Criteria for selection of manuscripts include: (1) quality, rigor, and originality, (2) significance and usefulness for informing the future of Medicare, Medicaid & CHIP; and (3) clarity of writing and presentation. "²" are also available.

For questions:

Please contact **David Bott**, Ph.D., Editor-in-Chief, MMRR-Editors@cms.hhs.gov.



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1st Forum on Health Policy & Management

On **June 23 and 24, 2011** please join the **Center for Healthcare Management** for the **1st Forum on Health Policy & Management** that brings together national and international leaders from academia and practice in a “care-tank”, merging the ideas of “think-tanks” and “do-tanks”. The purpose of the forum is to initiate discussions of management issues and the application of research to the organization, financing and delivery of healthcare. Through the forum presentations, group discussions and networking opportunities we will establish working relationships for ongoing efforts to use management research to build better healthcare systems.

Topics discussed at the conference will include:

- *Does Pay-for-Performance pay off or what else motivates us?
- *What do doctors need and what does the healthcare system need? – the medical profession between aspiration and reality-check
- *What’s the evidence of evidence-based medicine and what role do professional routines play?
- *Will integrated care ever become reality and what are the prerequisites to cooperate along the healthcare value chain?
- *How much do we have to know to take care of the patient and how do we manage the wealth of knowledge?
- *Does innovation have a chance in healthcare and how do we accomplish change?

Leading off the day will be **Lawrence D. Brown**, Professor of Health Policy & Management, Columbia University, New York. Further keynotes include **Michael S. Sparer**, Professor and Chair of Health Policy & Management, Columbia University, New York, **Thomas G. Rundall**, Professor Emeritus, University of California at Berkeley and **Walter Kopp**, CEO of Medical Management Services, San Francisco. Additional presenters come from major European and American universities as well as from the provider and payer side.

When: June 23rd and 24th, 2011 (go to www.care-tank.org for the detailed agenda, registration and travel details).

Where: Forum for Business and Culture (Forum für Wirtschaft und Kultur), Tesdorpfstrasse 13, 20148 Hamburg, Germany

Conference Fee: € 350 until May 3rd, 2011; € 500 thereafter

Contact: The Center for Healthcare Management – “because we care”

info@centerforhealthcaremanagement.com

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