

FOOTNOTES* EXPRESS

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aonline.org/hcmd/](http://divisions.aonline.org/hcmd/)

A MESSAGE FROM THE DIVISION CHAIR

Tous les chemins conduisent à Montréal



It is now countdown time to our Academy of Management meeting in Montréal. This is always a special time of the year when we come together as a Division to share our knowledge and strengthen our friendship and professional ties with colleagues from around the world. Thanks to the superb job that **Trish Reay** (Program Chair) and **Jami DelliFraine** (PDW Chair) have conducted this year, we have assembled an outstanding scholarly and PDW program. Many thanks to all those that submitted and reviewed papers, and will serve as speakers and session chairs during our meeting. It is your hard work that makes our annual meeting a huge success.

Our Division continues to grow and we have currently over 900 members! Of those, approximately 35% are International Members. Thanks to **Eric Ford** and the Membership Committee for their efforts in producing our Division's promotional brochure. The Membership Committee has also been active in establishing a membership network through LinkedIn. We hope to expand these social networking efforts in the future to form research interest groups through AoM Connect.

I want to extend a special welcome to the HCMD family to all our new members. Rest assured that you are joining one of the best professional groups in the field. Not just because of the high caliber research of our members, but also because of the collegiality and supportiveness of our members. AoM will be holding New Member Orientation sessions on Friday and Saturday, and there will be representation of our Executive Committee to meet and greet our new members. In addition, I would like to call your attention to a few key events in our Program that will provide an excellent opportunity to meet and network with our leaders and members, and learn about our Division's initiatives:

- **PDW Reception** (Saturday, August 7, 6 - 8 PM, The Queen Elizabeth, Hochelaga 6)
- **Business Meeting** (Monday, August 9, 6:30- 7:30 PM, The Queen Elizabeth, Hochelaga 3)

- **Division Reception** (Monday, August 9, 7:30 - 9:30 PM, The Queen Elizabeth, Mackenzie)
- **Networking Breakfast** (Tuesday, August 10, 7- 8 AM, The Queen Elizabeth, St. Laurent)

We would like to acknowledge the sponsors for this year's social events: The **Fleming Center for Healthcare Management** at the **University of Texas Health Science Center at Houston**, The **University of Alabama**, The University of Alabama at Birmingham (**UAB**), and **AUPHA**. In addition, we would like to thank the sponsors of our awards: American College of Healthcare Executives (**ACHE**), **Health Care Management Review**, **Journal of Health Organization and Management (Emerald)**, and **Jones & Bartlett**. The Awards Announcements will be made at the meeting.

We are also looking forward to our 2010 Distinguished Speaker event. This year our distinguished speaker is **Ann Lynch**, Associate Director General for Clinical Operations and Nursing Affairs for the McGill University Health Centre. She will present the talk entitled: ***"Transforming Health Care for the Future: The McGill University Health Centre Experience."*** This session will take place on Monday, August 9, 4:45- 6:15 PM in the Hochelaga 3 room of the Queen Elizabeth. Thanks to Eric Williams (Chair-Elect), Trish Reay, and Ann Langley for their efforts in organizing this important event.

Leadership transitions always add an element of excitement to our annual meeting. As I step down from my role as Division Chair, I want to give special thanks to **Christy Lemak** (Past Chair) and other past chairs for their encouragement and support during my leadership term. My work was facilitated by a wonderful team that included members of the Executive Committee as well as many other members that volunteered to serve as reviewers, session chairs, and committee members. I know the Division will continue to flourish under the new leadership. **Eric Williams** will be taking over as Division Chair, **Trish Reay** as Chair-Elect, and **Jami Delli-Fraire** as Program Chair. Many congratulations to **Eric Ford** who was recently elected as PDW Chair and Program Chair-Elect.

I am also very pleased to announce and congratulate **other elected and appointed** Executive Committee Members who will begin their leadership roles this year: **Ann McAlearney** (Academic-at-Large, 2010-2012), **Shital Shah** (Practitioner-at-Large, 2010-2012), **Christopher Johnson** (Treasurer), **Dawn Oetjen** (Communications Committee Chairperson), **Tim Huerta** (Membership Committee Chairperson), and **Jeff Helton** (Student Representative).

I am very pleased to announce the other Executive Committee members who will **continue** their roles this year: **Louise Fitzgerald** (Academic-at-Large, 2009-2011), **Andy Garman** (Practitioner-at-Large, 2009-2011), **Ann Chou** (Secretary), **Amy Y. Landry** (Teaching Committee Chairperson), **Cheryl Rathert** (Research Committee Chairperson), **Nancy Borkowski** (Practice Committee Chairperson), **Deirdre McCaughey** (Footnotes Editor), **Cathleen Erwin** (Webmaster), and **Darrell Burke** (AoM Connect Coordinator).

I would like to acknowledge and thank the following **outgoing** HCMD Executive Committee members who have provided hard work and dedication to our Division: **Rebecca Wells** (Academic-at-Large, 2008-2010), **Richard Gannotta** (Practitioner-at-Large, 2008-2010), and **JD Bramble** (Treasurer, 2003- 2010). **Rebecca Wells** has provided important leadership in our Endowment fund raising efforts. **JD Bramble** has provided outstanding service as Treasurer and steward of our financial resources for many years. **Cathleen Erwin** is stepping down from her role as Student Representative as she recently completed her PhD at UAB. Congratulations to Cathleen as she starts a new faculty position at Auburn University. She will continue serving as our Division's Webmaster.

Finally, please consider a contribution to our **Student Development Endowment Fund**. More information on how to contribute can be found later in this issue. Many thanks to all of those who have already contributed!

Looking forward to seeing you all in Montréal.

Nos vemos pronto. Voyez-vous bientôt

Rob Weech-Maldonado

HCMD Division Chair

A MESSAGE FROM THE DIVISION CHAIR-ELECT

Well....the show is almost here! The PDW and program are set and organized and everyone is doing their last bit of preparation. As chair-elect, I have two announcements. The first is our wonder distinguished speaker. This year, **Ann Lynch** who is the Associate Director General for Clinical Operations and Nursing Affairs for the McGill University Health Centre will speak on:

“Transforming Health Care for the Future: The McGill University Health Centre Experience.”

This session will take place on Monday, August 9, 2010 from 4:45 to 6:15 in the Hochelaga 3 room of the Queen Elizabeth. My thanks to **Trish Reay** and **Ann Langley** (HEC Montreal) for their invaluable assistance on getting this outstanding distinguished speaker.

The second is our fundraising. Fundraising for the annual conference currently stands at \$11,000. Please join me in thanking **Lydia Middleton** and staff of the Association of University Programs in Administration, **Mike Swint**, **Osama Mikhail**, and **Jim Langabeer** at the Management, Policy and Community Health Division of the University of Texas Health Science Center, School of Public Health, **Gerald Glandon** of the University of Alabama at Birmingham and **Robert Morgan** of the University of Alabama. They and their institution's generous contributions are much appreciated. When you see any of them, please thank them personally. I also want to recognize **Rob Weech-Maldonado** and **Jami DelliFraine** for their assistance.

The other part of fundraising involves our newly established endowment. During the business meeting, **Rebecca Wells** will be asking for you to consider a donation to help us raise funds for this endowment. As the endowment grows we will be better able to 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.

I wish each of you a good trip to Montreal. See you there!

Eric Williams, Ph.D.

HCMD Chair-Elect

A MESSAGE FROM THE PROGRAM CHAIR
2010 AOM Health Care Management Program
Montréal Canada at the Fairmont Queen Elizabeth Hotel



We have a great program lined up this year! Our scholarly program on Monday and Tuesday will include traditional paper sessions, divisional roundtable sessions, cross-divisional paper sessions, and discussion paper sessions. In addition, there will be symposia sessions jointly sponsored by other divisions that we hope you will find engaging. If you're wondering about the format of all these different sessions (many of them are new this year) please check the AOM website for more information: <http://annualmeeting.aomonline.org/2010/component/content/article/23-announcements/120-content-papersessionformat>

I want to thank everyone who submitted a paper or symposium proposal this year. We had **a record number of submissions** with 155 papers and 11 symposia proposals submitted. With such a large number of high quality submissions and a reduction in the acceptance rate set by the Academy overall, it was a very competitive process this year. The final number of presentations is: **70 papers and 8 symposia**. I especially want to thank all of you who reviewed for the HCM division. It is all of your collective work that makes the whole program possible.

I think that this is a great time to recognize all of our paper award winners and nominees. The official award presentations will occur at our HCM Business Meeting (date, time and location listed below). By checking the AOM on-line program, <http://program.aomonline.org/2010> you can find the times and locations when authors will present these papers. If you are attending AOM, I encourage you to attend at least some of these presentations. These are all great papers!

1. Best Paper Submitted to the HCM Division

Award Winner:

Michael Leiter, Heather Spence Laschinger, Arla L. Day and Debra Gilin: *Rudeness Rationales: Whatever were they thinking?*

Nominees:

Sridhar Belavadi Seshadri, Sandy Kristin Piderit and Radhashyam Giridharadas: *How Many Minds does a Team Have? Contextual Ambidexterity and Goal Harmony in Healthcare*

Deirdre McCaughey, Jungyoon Kim, Gwen E. McGhan, Rita A. Jablonski, and Diane Brannon: *Who Needs Caring? We Do! Workplace injury and its effect on home health aides*

2. HCMD Outstanding Paper Based on a Dissertation (Newman Award)

Award Winner:

Sara Abigail Birken: *Where the Rubber Meets the Road: Middle managers' role in innovation implementation*

HCM Outstanding Paper Based on a Dissertation (Newman Award) Continued

Nominees:

Amy Sommer: *Crisis in the Trenches: A multilevel examination of team leadership, affect and resilience*

Adam Seth Litwin: *Technological Change at Work: The impact of employee involvement on the effectiveness of health IT*

Robert Jason Mullaney: *True Perceptions of Healthcare Workers during Periods of Absenteeism in the Clinical Setting*

3. Best Health Care Management Theory to Practice Paper

Award Winner:

Sara J. Singer, Jako Burgers, Mark Friedberg, Meredith Rosenthal, Lucian Leape and Eric Schneider: *Defining and Measuring Integrated Patient Care: Promoting the next frontier in healthcare delivery*

Nominees:

April Lee Wright, Stuart Anthony Middleton and Victoria Brazil: *Institutional Logics and Latent Conflict in Health Care in Australia*

Patrick Albert Palmieri, Lori T. Peterson, Michel Flit and David M. Saettone: *Conceptualizing a High Reliability Model for Healthcare*

4. Best International Paper (Dexter Award)

Award Winner:

Ewan Ferlie, Gerald McGivern and Louise Fitzgerald: *A New Mode of Organizing in Health Care?: UK cancer services and governmentality*

Nominees:

Wendy Lipworth and Kathleen Montgomery: *The Journal Peer Review Process: Revealing a layered institutional logic*

Oliver Tiemann and Jonas Schreyögg: *Investigating the Effects of Hospital Privatization on Efficiency and Quality of Care*

5. HCM Top 10% Papers:

The following seven papers were rated as the top 10% in our division. A shortened version of these papers will appear in the AOM proceedings for 2010. In most cases, the full paper is available to AOM registrants through the AOM online program.

Title of Paper	Author(s)
Who needs caring? We do! Workplace injury and its effect on home health aides	Deirdre McCaughey, Jungyoon Kim, Gwen McGhan, Rita Jablonski, Diane Brannon
Rudeness rationales: Whatever were they thinking?	Michael Leiter, Heather Spence Laschinger, Arla Day, Debra Gilin
Supporting those who dare to care: 5 case studies of high-performance work practices in healthcare	Ann Scheck McAlearney, Andrew Garman, Paula Song, Megan McHugh, Julie Robbins, Michael Harrison
How many minds does a team have? Contextual ambidexterity and goal harmony in healthcare	Sridhar Belavadi Seshadri, Sandy Kristin Piderit, Radhashyam Giridharadas
Nursing home financial performance: The role of ownership and chain affiliation	Robert Weech-Maldonado, Alexandre Laberge, Rohit Pradhan, Christopher Johnson, Zhou Yang, Kathy Hyer
Understanding hospital performance: The role of network ties and patterns of competition	Daniele Mascia, Fausto Di Vincenzo
Participation in decision making one more time: A look at hospital decision making and performance	Joshua Lloyd Ray, Donde Ashmos Plowman, Dennis Duchon, Reuben McDaniel

Special Sessions to Attend:

We particularly encourage you to attend the presentation by this year's **HCM Distinguished Speaker, Ann Lynch, who is the Associate Director General, Clinical Operations and Nursing Affairs, McGill University Health Centre in Montreal**. She will be talking about her role as part of the executive team at this Canadian academic medical centre that is leading important change initiatives that are making a difference for health professionals and patients. Immediately following Ann Lynch's talk, we will hold our HCM division annual business meeting, and after that, we hope you will join us for our HCM division reception. All location information is listed below. Hope to see you there!

HCM Distinguished Speaker:

Ann Lynch, McGill University Health Centre, Montreal

Transforming Health Care for the Future: The McGill University Health Centre Experience

Monday, Aug 9 2010 4:45PM - 6:15PM

The Queen Elizabeth in Hochelaga 3

HCM Business Meeting:

Monday, Aug 9 2010 6:30PM - 7:30PM

The Queen Elizabeth in Hochelaga 3



HCM Reception
Monday, Aug 9 2010 7:30PM - 9:30PM
The Queen Elizabeth in Mackenzie

I am really looking forward to seeing everyone in Montreal!

-**Trish Reay** (HCM Program Chair for AOM 2010)

A MESSAGE FROM THE PDW CHAIR

Please take a look at the fabulous sessions that have been organized for the HCM PDW this year! The sessions take place on Friday, August 6th and Saturday, August 7th. They are designed **for everyone** – not just those who are early in their career. There are sessions geared toward teaching, getting research funded and published, research methods, and managing your own academic journey. There is even a session where you can get a paper reviewed (email **Chris Johnson** at cejohnson@srph.tamhsc.edu to learn more about this session).

For those of you who are early in your career, **registration is required** for the Doctoral Student and Junior Faculty Consortium. Come to the Consortium and learn about all aspects of academia (from the dissertation stage through tenure) from academic scholars who have ‘been there and done that’. The Consortium is a great place to learn and network, and discover shared aspects in our academic experiences.

The link to HCM PDW and Program sessions is posted below:

<http://program.aomonline.org/2010/Search.asp?Mode=Result&List=Division>

And don't forget our **Saturday Night Networking Social**. It takes place Saturday, August 7th from 6:00 p.m. to 8:00 p.m. at the **Queen Elizabeth in Hochelaga 6**. Come and make new acquaintances or renew the old ones! We welcome you for drinks and a light snack before you go out to dinner. **Our wonderful sponsors** for this event are the Association of University Programs in Health Administration (AUPHA) & the University of Texas School of Public Health **Fleming Center for Healthcare Management**.

I look forward to meeting you in *Montréal*. Please stop by and say hello to me!

Jami DelliFraine, PDW Chair

CALL FOR PARTICIPATION IN HCMD'S CHALLENGE GRANT!

The HCMD's Practice Committee seeks to identify innovative ways of sharing knowledge between the worlds of practice and research. In 2010, the HCMD received an **AoM Challenge Grant** to develop webinars in collaboration with state hospital associations for the purpose of **disseminating our members' research to practitioners**. We are in the early stages of exploring which areas of healthcare management and finance would be of interest to state hospital associations' members. **If you are interested in developing a webinar** (no experience necessary) to disseminate your research to healthcare executives, please contact:

Nancy Borkowski at nborkows@fiu.edu or 305-348-2589.
Chair, HCMD Practice Committee

THE STUDENT DEVELOPMENT ENDOWMENT FUND:
Investing in the Next Generation of Health Care Organizational Scholars

This year the Health Care Management Division **helped 8 students participate in our annual meeting**. HCMD gratefully **acknowledges the following member contributions** to student travel through our Student Development Endowment Fund **as of June 30, 2010:**

Emerging Scholars Benefactor

Margarete L. Arndt

Emerging Scholars Patrons

Nancy M. Borkowski

Robert C. Myrtle

Robert Weech-Maldonado

Rebecca Wells

Emerging Scholars Sponsor

Barbara Bigelow

Christy Harris Lemak

Cheryl Rathert

Friend of Emerging Scholars

Judith Alexander

These **donations support the next generation of health care organizational scholars** by defraying the costs of student participation in the annual national meeting. 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 and can be mailed to:**

Heather Crowe

Controller

Academy of Management

P.O. Box 3020

Briarcliff Manor, NY 10510-8020 (USA)

Overnight Address

Academy of Management

235 Elm Road, Dow Hall

Briarcliff Manor, NY 10510

You could alternatively call Ms. **Heather Crowe** at (914) 923-2607 with your credit card number.

THE STUDENT DEVELOPMENT ENDOWMENT FUND

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

Rebecca Wells

HCMD Academic at Large



HELLO, BONJOUR!! NEW TO THE ANNUAL CONFERENCE? NEW TO THE HEALTH CARE MANAGEMENT DIVISION?

The Academy of Management and the Health Care Management Division (HCMD) would like to welcome YOU to our Annual Meeting The following are special events and sessions geared towards welcoming new participants to AOM:

- **New Member Orientation**, Friday August 6, 5:30 p.m. - 7:00 p.m.
Le Palais Des Congress, 524B
- **All-Academy Welcome Breakfast**, Sunday August 8, 8:00 a.m. -9:00 a.m.
Le Centre Sheraton Salle
- **All-Academy Closing Reception**, Tuesday August 10, 5:00 p.m. -7:00 p.m.
Le Centre Sheraton Salle
- **HCMD Networking Social/PDW Reception**, Saturday, August 7, 6:00 p.m. -8:00 p.m.
The Queen Elizabeth, Hochelaga 6
- **HCMD Business Meeting**, Monday, August 9, 6:30 p.m. - 7:30 p.m.
The Queen Elizabeth, Hochelaga 3
- **HCMD Division Reception**, Monday, August 9, 7:30 p.m. - 9:30 p.m.
The Queen Elizabeth, Mackenzie
- **HCMD Networking Breakfast**, Tuesday, August 10, 7:00 a.m. - 8:00 a.m.
The Queen Elizabeth, St. Laurent
- **Watch for HCMD Executives with black ribbons attached to their name tags (“Health Care Mngt”). Please say hello and remember, we’re here to help and would like to meet you!**

MEET THE INTERNATIONAL FACES OF THE HCM DIVISION.....

LOUISE FITZGERALD, UNITED KINGDOM

Visiting Professor, Manchester Business School; Implementation Lead, NIHR CLAHRC for Greater Manchester & Emeritus Professor, De Montfort University, Leicester



Research Interests

The effective management of organizational change in complex organizations, such as health care; the diffusion of innovations into use and the spread and sustainability of new, improved practices within and between organizations; knowledge transfer and the movement of tasks across professional boundaries.

Current and recent funded research projects include:

- Increasing the motivation and ability of health care managers to access and use organizational research
- The management and effectiveness of professional and clinical networks
- Change Management Roles, Responsibilities and Relationships in health care

Please tell us a bit about your home town and country.

I live in **Warwick** which is in the **Midlands in the U.K.** (close to **Stratford upon Avon!**). Warwick is an old market town with a **marvellous castle**, which is well worth a visit. Warwick is also very close to **Leamington Spa**, which has a spa where people came to drink the waters in the old days. The spa pump rooms are still there and you can visit, but actually the waters taste awful! **England** is a great place for a visit, you can fit it all in—cities and shopping; museums and art; but I think the most underestimated part of England is the variety of **beautiful countryside** from the **Lake District to the Cotswolds to Devon** and coastal parts. And of course, **we are quite good at rain!**

What's your favourite thing to share about your country?

Well, it has to be **the NHS** doesn't it? And my friends will tell you I'm quite keen on gardens, flowers and the **Chelsea Flower Show**.

What one thing do you think is a "must-see" in your country?

Well, I'd have to start with **Warwick Castle** of course! After that I'd say **Blenheim Palace** for the beautiful trees in the grounds as well as the palace. And the town of **Chester**, which has **Roman walls** and remains, plus wonderful **Tudor buildings**, which include the 'rows' first storey Tudor walkways so you won't even get wet while you are shopping!

What is your favourite national food/dish?

Kippers (smoked mackerel) and **hot pot** (that's a slow cooked lamb casserole prepared in an earthenware pot). It's a northern recipe and I am from Liverpool!

What is the one country you would like to visit, but have not yet been there?

I would like to visit **Oman**, I've been to other Arab countries, but Oman seems to have a mix of traditional and modern with some scenic country too.

How long have you been a member of AOM? The Health Care Management Division?

I've been in the **AOM and the HCMD** since **1995**, when the conference was in Vancouver.

Have you attended the Annual Conference before?

Yes, lots of times. I think I've only missed two since 1995.

What is your best (most fun) AOM conference memory?

My best academic memory is **winning the AMJ Best paper award in 2006**. But my memories also cover having **great fun in HCMD**, with welcoming, friendly colleagues and the **Human Relations parties** always being great!

What was your favourite conference city?

It has to be **Chicago**, the jazz and architecture are fantastic—though **San Diego** is high on the list too.

Are you presenting at AOM this year?

Yes, I have a **Symposium** with the title "**A Passion for Making a Difference, Perspectives on Knowledge Exchange**" (11523) **Tues. Aug. 10th, 11.30am-1.00pm The Queen Elizabeth, Hochelaga 4**.

Our **symposium** is now **one of the four finalists for the Best International Symposium award** and our **paper** (below) is **nominated for the Carolyn Dexter award for the Best International Paper** too.

And I have a paper '**A New Mode of Organising in Health Care?:UK Cancer Services and Governmentality**' written with co-authors Ewan Ferlie & Gerry McGivern (Session 850). **Mon. 9th 11.30am-1.00pm, The Queen Elizabeth, Hochelaga 4**.

Are you attending any other AOM events we can meet you at?

Yes, I am helping with the **Junior Faculty Consortium (HCMD) on Saturday** and taking part in two PDW sessions. And of course, I'll be partying at **the social events!!!!**



MEET THE INTERNATIONAL FACES OF THE HCM DIVISION.....

GONCA GÜNAY, IZMIR, TURKEY

Associate Professor

Department of Business Administration, Izmir University of Economics



Profile

Gonca Günay completed her high school education at **Izmir American Collegiate Institute**. She studied Business Administration at **Bilkent University** where she received her bachelor's degree in 1996 as a high honor student. She started her M.B.A degree in **Koç University** and completed it in 1998 as a high honor student. In October 2004, she completed her Ph.D. in business at **Dokuz Eylül University**, Izmir. She received the title of Assistant Professor the same year. She had been at **Columbia Business School** as a **visiting scholar** in Spring 2006. In 2010, she was awarded a **Fulbright Postdoctoral Research Scholarship**. During 2010 Spring semester, she was a **visiting scholar at Harvard University Business and Law School**. She has received the title of Associate Professor the same year. She is still working as **Vice Dean of Faculty of Economics and Administrative Sciences** and **Director of the Research Center of Innovative Entrepreneurship** in Izmir University of Economics.

Please tell us a bit about your home town and country.

Turkey is a **Eurasian country** located in southeastern Europe. It is located at the **crossroads of Europe and Asia**. Republic of Turkey, which was **established in 1923**, is a **democratic, secular, unitary republic** and is a member of organizations such as the Council of Europe, NATO, OECD, OSCE and the G-20 major economies. **Anatolia**, which is the name given to **Asian Turkey includes 97% of the country** while **European Turkey** (eastern Thrace or Rumelia in the Balkan peninsula) comprises **3% of the country**. Turkey has the world's **15th largest GDP-PPP**. The **industrial sector** accounted for **30.8% of the GDP**, while agricultural sector accounted for 8.9% and the **services sector** accounted for **59.3%**. Tourism sector has been experiencing a rapid growth in the last decades. The coastal areas of Turkey bordering the Aegean Sea, the Mediterranean Sea and the Black Sea, natural environment and the rich history of the Anatolian peninsula makes the country a **wonderful place for tourism**.

What's your favourite thing/fact to share about your country?

The favorite fact to share is the **culture of our country** which is **very diverse** and is a blend of various elements. The diversified nature of our culture enriches it and nourishes the culture of the country with **different traditions, customs, experiences and practices**. You may observe significant differences in the traditions, rituals, languages, fashion and food between different areas of the country. We call all these differences as **"the colors of our culture"** and value each color's contribution to this big, rich and glorious mosaic.

What one thing do you think is a “must-see” in your country?

Ephesus is an **ancient Greek city** near Izmir province. Ephesus was **later a major Roman city** which was the **second largest city of the Roman Empire** with a population of more than 250.000 in the 1st century BC, ranking behind Rome. The city is famed for **Temple of Artemis**, which is one of the **Seven Wonders of the Ancient World**, **Library of Celsus** and the **Odeon**. In consideration of the ease of transportation from Izmir Adnan Menderes Airport or from the port of Kusadasi, Ephesus is definitely one of the “must-see” places in our country.

What is your favourite national food/dish?

My favorite national food is **Adana Kebabı** which is defined in Wikipedia as “**long, charcoal grilled, minced meat brochette mounted on a wide skewer**”. Adana is one of the largest cities in Turkey and is especially famous for this delicious meal. It is traditionally **served with Ayran (diluted yogurt drink)** or with **Salgam (juice of spiced and fermented black-carrot pickles)**. In our food culture, it is important to **balance the oxidants consumed with antioxidants**. Therefore we serve red meat with ayran and salgam which are powerful antioxidants in order to conserve our health.

What is the one country you would like to visit but have not yet been there?

I would like to visit **Morocco**, which, according to me, has a charming and intoxicating spirit. I would like to experience a moment in **Atlas Mountains**, take a tour in **Sahara Desert** and **camp under the stars**, and taste the **wonderful Moroccan cuisine** which has been considered as one of the most diversified cuisines in the world. The different atmosphere of the country is really charming and attractive.

How long have you been a member of AOM? The Health Care Management Division?

I have been a **member** of AOM and HCM Division since **2005**.

Have you attended the Annual Conference before? What is your best (most fun) AOM conference memory? What was your favourite conference city?

I try to attend every annual conference and the **first annual conference that I attended was in Hawaii in 2005**. It was also one of my best experiences. It was like being in Hollywood meeting all your favorite stars. It was **fascinating to meet major management scholars** that I admire most in such an informal atmosphere.

Are you presenting at AOM this year? If yes, what is the name of you paper/poster and the date/time/location?

I will not be able to attend the AOM this year but **my co-author will be presenting our paper titled “Testing for Measurement Invariance in Cultural Value Orientation: A Multi-Country Comparison” on Monday, Aug 9 2010 between 8:00AM - 9:30AM at Le Centre Sheraton in Salon 4.**



MEET THE INTERNATIONAL FACES OF THE HCM DIVISION.....

MARGITTA BEIL-HILDEBRAND, REGENSBURG GERMANY

Professor Doctor

PMU University Salzburg - Austria



Profile

Margitta teaches international healthcare policy, healthcare management and social science research to undergraduate and post-graduate students on a freelance basis at some universities as guest professor in Germany and elsewhere abroad. Her **research builds upon a structuralist labor process analysis** in which the rationality or effectiveness of the contemporary forms of managerial initiatives within distinct healthcare contexts are neither taken for granted nor presumed. She has **published work on the architectural and artistic design of hospital organizations**, the **causes and consequences of nurse absence**, **comparative healthcare policy**, **analytical HRM**, the **German healthcare reform experience** and the idea of **mobilizing corporate cultures in the healthcare sector**. If she has any time left, Margitta is a **keen Porsche 356 and 911 rally driver** and has **published several articles in German on classic Porsche cars**.

Please tell us a bit about your home town and country.

Home country: **Germany is Europe's most populous country** and consists of **16 states**, each with republican, democratic and social principles embodied in **the national constitution known as the Basic Law**. This central European country is **a member of the G8 group of industrial countries** and is bordered by Denmark and the Baltic Sea to the north; Poland and the Czech Republic to the east; Austria and Switzerland to the south; France, Luxembourg, Belgium, and the Netherlands to the west; and the North Sea to the northwest. Germany has **lowlands in the north, uplands in the central region, and the Alps in the south**. The total land area is 356,910 km² (137,803 square miles). The **largest city is the capital Berlin** with 3.4 million inhabitants. Other densely populated areas are the Rhine-Ruhr region with about 11 million, and the Rhine-Main area surrounding Frankfurt. **Other large cities are: Hamburg, Munich, Cologne, Stuttgart**, etc. After World War II, Germany was divided, with East Germany on the front line of the Soviet-led Warsaw Pact and West Germany embedded in Western economic and security organizations. The decline of the Soviet Union and the end of the Cold War paved the way for **German reunification in 1990**. Germany has made significant efforts to bring the Eastern portion of the country up to Western standards of wages and productivity. The **climate is temperate** but conditions fluctuate greatly from year to year. According to the World Health Organization (WHO), in **2008 the population was estimated to be 82,641,000**, and the **per capita gross domestic product (GDP) was \$32,680**. Germany is recognized as a **scientific and technological leader in several fields**.

Home town: Regensburg is a city (population 131.000 in 2008) in **Bavaria**, located at the most northern part of the Danube river, approx. 100 km north of Munich. The **large medieval center of the city is an Unesco World Heritage Site**. The **first settlements** in Regensburg **date to the Stone Age**. In **179 the Roman fort Castra Regina was built** during the reign of emperor Marcus Aurelius. The fort corresponds to what is today the core of Regensburg's old town. In **1135-1146 a bridge across the Danube was built and opened major international trade routes between Northern Europe and Venice**. The bridge is still a highlight, like the **medieval towers of the city**. The origin of the towers goes back to **wealthy patrician families** which **competed** against each other to see who would be able to **build the highest tower of the city**. The **main cathedral** of Regensburg was built from 1275-1634 and is still a very interesting example of **pure German Gothic**. From **1663 to 1806**, the city was the permanent seat of the **Reichstag of the Holy Roman Empire**. Regensburg's slow economic recovery after World War II ensured that the historic buildings were not torn down. When the upswing came to Regensburg in the late 1960s, the mindset had turned in favor of preserving the heritage. Thus, Regensburg is still **one of the cultural centers of southern Germany** and is celebrated for its beauty. The **twin cities** of Regensburg are **Tempe / USA, Aberdeen / UK, Brixen / Italy, Clermont-Ferrand / France, Pilsen / CZ, Odessa / Ukraine, Qingdao / China**. One of the most **noble residents** used to be **Pope Benedict XVI** who was **professor** of theology at the **University of Regensburg** from 1969 to 1977. However, there were other important residents like **Albrecht Altdorfer** (landscape painter), **Johannes Kepler** (mathematician and astronomer), etc.

What's your favourite thing/fact to share about your country?

The **German reunification** and that Germany is historically called the **land of poets, musicians and thinkers**.

What one thing do you think is a "must-see" in your country?

Berlin – the capital – and some **cities** as well as **areas in Bavaria**

What is your favourite national food/dish?

None. **German cuisine varies from region to region**. However, **meat and potatoes are prevalent**, although younger people are developing an interest in lighter diets. Breakfast is traditionally rolls, jam, cheese, cold meats, boiled eggs and coffee or tea, although people are also eating more heart-healthy dishes such as cereal, fruits and muesli. Traditionally, **lunch is the preferred main meal**, and working people may eat this meal in restaurants or work canteens. Lunch often includes meat, fish, dumplings, potatoes and other vegetables, mixed salads or soups. **Dinner is often a lighter meal** and may consist of food such as sausage, cold meats, cheese, bread and mixed salads. **Beer is the national beverage**, and **each region has its own beer with a distinctive taste and body**. Before **Christmas**, **hot and spicy mulled wine (gluehwein)** is a favorite. As a country with many immigrants, Germany has adopted lots of international dishes into its cuisine. **Meals** are the time to enjoy **discussing social, political or intellectual issues**.

What is the one country you would like to visit but have not yet been there?

The island of **Borneo / Malaysia** which is the **third largest island in the world**.

How long have you been a member of AOM? The Health Care Management Division?

Since 2001 in AOM and Health Care Management Division

Have you attended the Annual Conference before?

I have never come round to attend the AOM Conference since I became a member. The **terms / semesters do not match with the timetable of the AOM conference**. However, I follow the **publications within the Division** and read the AOM journals.

Are you presenting at AOM this year?

Perhaps next year...



The Health Care Management Division Executive and the Footnotes Editor would like to thank:

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For agreeing to be featured as.....

THE INTERNATIONAL FACES OF THE HCM DIVISION.....

Are you an International Member of our Division? We would like to see your face in our next profile! Please contact our Editor if you are willing to be featured in a future edition of Footnotes:

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COOL THINGS YOU DIDN'T KNOW ABOUT MONTREAL!!



- Hochelaga was the first settlement on the present day island of Montreal and was populated by First Nations peoples approximately 2000 years before Europeans arrived. The first European settlement, *La Place Royale*, was a fur-trading post founded by Samuel de Champlain in 1611. Later renamed Ville-Marie, it gets its current name from the local mountain—Mount Royal. Montreal is celebrating its 369th birthday this year!
- The lighted cross on top of Mount Royal was first placed there in 1643 by the city's founder Paul Chomedey de Maisonneuve. The current illuminated cross was installed in 1924 and went fibre-optic in 1992 and LED in 2009. It is usually illuminated in white but can be changed to any colour, including purple to note the death of a Pope! A time capsule was buried near the cross in 1992 and is scheduled for opening in 2142.
- The second largest city in Canada, Montreal is also the second largest primarily French speaking city in the world. The population in the metro area is over 3.6 million.
- In recognition of the city's architecture, in 2006 Montreal was named a UNESCO City of Design one of the only three such noted cities in the world. Look to Saint Joseph's Oratory on Mount Royal and the Montreal Biosphère (formerly the US Expo '67 pavilion) on Île Sainte-Hélène as great examples.
- Downtown Montreal's Underground City (or La Ville Souterraine in French) is considered the largest underground complex in the world.
- Montreal is home to a number of internationally renowned festivals: Just for Laughs, the International Jazz Festival and the World Film Festival. And, it is also home of world famous Cirque du Soleil.
- The Montreal Canadiens, one of the "Original Six", still hold the record for most Stanley Cup victories by any single team. At 24 victories, they have the 2nd most championship titles of any North American sports team. Read "The Hockey Sweater" by Roch Carrier and you'll know why the "Habs" are fan-favs.
- The city's flag uses four floral emblems to represent the four dominant European ethnic groups that founded the city—the French, English, Scottish, and Irish.
- Famous Montrealers include: Scotty Bowman, Leonard Cohen, Celine Dion, Naomi Klein, John Molson, Oscar Peterson, Rocket Richard, William Shatner, "Mad Dog" Vachon, Joe Weider, and Mort Zuckerman.
- Famed foods of the city include: Montreal smoked meat sandwiches, Montreal-style bagels, and, of course, poutine (you need to try this while you are here)!!
- Montreal hosted the World Exposition in 1967, the 1976 summer Olympics, Formula One Canadian Grand Prix, NASCAR Nationwide Series, Rogers Cup, is the former home of the Montreal Expos and site of the 1st major league baseball All-Star game held outside of the USA and recent host of the 2005 World Aquatic Championships.