

FOOTNOTES*

PREPARING FOR THE ANNUAL MEETING A Message from the Chair

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Keeping the Promise of Continual Improvement

When I assumed the role as Chair of the Health Care Management Division last year, I promised you that my focus would be on continually improve everything that we do. A legitimate question is what can an already outstanding division do better? I can tell you that the accomplishments we have achieved throughout this year have come about exclusively because of the hard work and dedication of the officers and members of this Division. I happen to have been in the right place at the right time but all credit for our growth and prominence in the Academy resides with each and every one of you. Without further ado, here is a short list of the things that we continue to do better each and every year:

Annual Meeting: The central focus for the members of the Division is the annual meeting in August which will take place August 7-11 in New Orleans. The meeting leads off with the Professional Development Workshop (PDW) whose theme this year is "Research and Practice for an Actionable Knowledge Base." **Jane Banaszak-Holl**, the 2003 Program Chair-Elect, has put together a wonderful program that is designed to meet the needs of doctoral students, junior faculty, and senior faculty. The breath of content combines popular activities from years past plus a number of new and innovative events.

Following the PDW is the general meeting and that mix of paper sessions, symposia, and social events that truly makes the annual meeting memorable. This year, **Ruth Anderson** crafted the various sessions and it is clear that her work coupled with the efforts of everyone who submitted papers has yielded something truly special. While Ruth will speak to the specifics of the general session in the summer Footnotes, I would like to highlight three events. The first is the Distinguished Speaker session on Monday afternoon featuring Richard Henault, Chairman of the American College of Healthcare Executives (ACHE). Following his presentation will be the Business Meeting and Reception. On Tuesday Morning, a Showcase Symposium sponsored jointly by our Division and BPS will examine, "The Pharmaceutical Industry and Management Research: New Insights and Research Strategies." Please see aonline.org for specific annual meeting information.

Membership: The membership of the Division is growing steadily. As of mid-April, we had 622 members! Thanks and appreciation go to the membership committee made up of **Bob Fry, John Hyde, and Donna Malvey**. Let's think about setting a goal of 700 members in time for the 2005 annual meeting in Hawaii.

Division Subcommittees: The teaching, research, and practice committees have been working throughout the year and continue to link the members of our Division to these core activities in health care management. All of us should thank **Mindi McKenna** (teaching), **Michael Powell** and **Keith Provan** (research), and **Christy Lemak** (practice) for their leadership and dedication.

Finally, I would like to pay special thanks to **Rebecca Wells** for her continued hard work and good humor as the editor of Footnotes and to **Nir Menachemi** for his efforts to craft our spectacular web page. I am reminded daily how vital our volunteers are to achieving the goal of continuous improvement of our Division. It is through your efforts that we have gotten better year after year. To all the members of our Division, please accept my thanks and sincere appreciation. I look forward to seeing all of you soon in New Orleans.

Len Friedman

HCMD Division Chair

A Great HCM Division Lineup, Thanks to Both Submitters and Reviewers

The 2004 HCM program is contributing great things to the theme “Creating Actionable Knowledge.” We received 73 papers and 3 symposia submissions. Using the AOM formula, we accepted 44 papers and 2 symposia. In addition to 22 regular papers, we will have significant Academy-wide visibility this year with 5 shared interest tract papers, 11 interactive papers, 6 visual presentations, a jointly sponsored symposium, and a “Showcase” symposium! I wish to express my sincere appreciation to the listed reviewers for their hard work and assistance in selecting excellent papers for this year’s program.

Ruth Anderson, Program Chair

Thanks to these reviewers for the 2004 Annual Meeting...

| | | | |
|----------------------|----------------------|-------------------------|------------------------|
| Judith Alexander | Leonard Friedman | Federico Lega | Michael Powell |
| Edward Balotsky | Myles Gartland | Christy Harris Lemak | E. Jose Proenca |
| Barbara Bigelow | Kanak Gautam | Donald Lisnerski | Keith Provan |
| Rosalie Boyce | Sherril Gelmon | Melissa Succi Lopez | Ebrahim Randeree |
| J.D. Bramble | Gretchen Gemeinhardt | Christine Brown Mahoney | Trish Reay |
| Charley Braun | Blair Gifford | Patrick Malone | Peter Rivard |
| Forrest Briscoe | Mattia Gilmartin | Donna Malvey | Susan Roggenkamp |
| Beth Brooks | Beth Goodrick | C. Lee Martinec | Grant Savage |
| Manuela Brusoni | Theodore Gorczyca | Carmen Martinez-Lopez | John Schibler |
| Sharon Buchbinder | Robert Griffith | Joanne McGlown | Nancy Seifert |
| Elizabeth Buck | Richard Grover | Mindi McKenna | Narveshwar Sinha |
| Darrell Burke | S. Robert Hernandez | Gerry McSorley | Victor Sower |
| Martin Charns | Diana Hilberman | Nir Menachemi | Sharon Topping |
| Ann Chou | Thomas Hilton | Kathleen Montgomery | Hanh Trinh |
| Kirsten Corazzini | Tim Hoff | Karen South Moustafa | Pirkko Vartiainen |
| Alison Evans Cuellar | Ena Howse | Robert Myrtle | Steve Walston |
| Kathryn Dansky | John Hyde | John Newman | Robert Weech-Maldonado |
| Carolyn Davis | Michele Issel | Ray Newman | Peter Weil |
| Jullet Davis | Marc Jegers | Amit Nigam | Rebecca Wells |
| JoAnn Duffy | Amer Kaissi | Stephen O'Connor | David Williams |
| Eric Eisenstein | Naresh Khatri | Dawn Oetjen | Eric Williams |
| Rhonda Engleman | Martin Kitchener | Reid Oetjen | Beth Woodard |
| Giovanni Fattore | Chalmer Labig | Vicky Parker | Xin Yao |
| Louise Fitzgerald | Kevin LaFrance | Jim Paul | Philip Yoon |
| Eric Ford | Linda Leach | Carl Pegels | Gary Young |
| Myron Fottler | Mandy Lee | Elisa Pintus | Jacqueline Zinn |
| Bruce Fried | | | |

HCM Division Election Results

Congratulations to the newly elected/appointed HCM Division officers for 2004-05, who will begin their terms of office following the Academy of Management meetings in New Orleans this coming August:

- **Tim Hoff** (University at Albany, SUNY): *Professional Development Workshop Program Chair (PDW Chair)*. Following a year as PDW Chair, Tim will serve one year each as Program Chair, Division Chair-Elect, Division Chair, and Division Past Chair.
- **Ruth Anderson** (Duke University): *Division Chair-Elect*. Ruth is currently the HCM Program Chair and will proceed automatically through the officer ranks. She will succeed **Kathryn Dansky**, the current *Chair-Elect*, in 2005, when Kathryn replaces the current *Division Chair* **Len Freidman**.
- **Michele Issel** (University of Illinois at Chicago): *Academic-at-Large*. Michele will begin this two-year position on the Division's executive committee, serving as a liaison between the executive committee and the academic members of the division.
- **Rob Weech-Maldonado** (Penn State University): *Academic-at-Large*. Rob has been appointed to complete the remaining year for the other Academic-at-Large position, which will be vacated when its current holder, Tim Hoff, assumes his duties as the PDW Chair position.
- **Nancy Seifert** (Oregon State University and Quality Care Associates, Inc.): *Practitioner-at-Large*. Nancy has been re-elected to continue another two-year term in this position, serving as a liaison between the executive committee and the practitioner members of the division.

Thanks to all the HCMD members who participated in the largest voter participation ever in HCMD officer elections. For the first time this year, the election was conducted entirely online, with the invaluable technical assistance of our Webmaster, **Nir Menachemi**.

Kathleen Montgomery, Division Past Chair, and Chair, Nominating and Election Committee

HCMD Professional Development Workshop has Something for Everyone

Professional development includes different processes for different people. This year's PDW in the Health Care Management Division will offer something for everyone: advice for doctoral students on how to put the finishing touches on the dissertation and how to deal with faculty; connections to senior faculty and the chance to discuss current research for junior faculty; and information on the latest funding agendas and more networking for senior faculty. Look on the next two pages for the sessions that interest you the most! Permission will be required in order to attend those sessions that include personal feedback and for which you must submit a short (very short!) writing sample. All other sessions are open to the general public.

Please email Jane Banaszak-Holl (janebh@umich.edu) by **June 15, 2004** if you plan to participate in the PDW program. This is necessary so that we can order sufficient amounts of food. Health Care Management is a small division but very active; many faculty have signed up to participate in one or more of the sessions and we look forward to seeing you there too!!

Jane Banaszak-Holl, PDW Chair

Professional Development Workshop – Health Care Management Division
Academy of Management
 August 7-8, 2004

| TIME | CONTENT | FACULTY |
|-------------------|--|--|
| AUGUST 6 | | |
| NOTHING SCHEDULED | | |
| AUGUST 7 | | |
| 8:00 – 8:30 am | CONTINENTAL BREAKFAST | Welcome, Jane Banaszak-Holl (U. of MI) |
| 8:30 – 10:00 am | BALANCING WORK AND NONWORK: TIME PRESSURES ON STUDENTS AND FACULTY | Chair, Juliet Davis (U Alabama) <ul style="list-style-type: none">▪ Barbara Bigelow (Clark U)▪ Anita Tucker (Wharton)▪ Tim Hoff (U Albany)▪ Delmonize Smith (U Alabama) |
| 10:00 – 12:00 pm | INFORMING HEALTH CARE POLICY | Chair, Ranga Ramanujam (Purdue U) <ul style="list-style-type: none">▪ Ranga Ramanujam (Purdue)▪ Martin Kitchener (UCSF)▪ Harold Pincus (RAND)▪ Jan Pringle (U Pittsburgh) |
| 12:00 – 1:00 pm | LUNCH | |
| 1:00 – 3:00 pm | THROUGH THE LAND OF THE HEALTH CARE MANAGEMENT RESEARCH JOURNALS: STUMBLING THROUGH THE THICKET OR FINDING YOUR WAY? | Chair, Stephen O'Connor (U Alabama) <ul style="list-style-type: none">▪ Richard Shewchuk (U Alabama)▪ Grant Savage (U Alabama)▪ Eric Williams (U Alabama) |
| 1:00 – 3:00 pm | WORKING FOR AND IN GOVERNMENT, CONSULTING AND INDUSTRY: A WHY AND HOW-TO ORGANIZER | Chair, Tim Hoff (U Albany) <ul style="list-style-type: none">▪ Martin Charns (VA)▪ Kelly Devers (Center for Health System Change)▪ David Grazman (Advisory Board) |

| TIME | CONTENT | FACULTY |
|------------------|---|---|
| AUGUST 7 | | |
| 3:00-5:00 pm | MANAGING THE DISSERTATION SUCCESSFULLY: FEEDBACK FROM THE EXPERTS | Chair, Myron Fottler (UCF) <ul style="list-style-type: none"> Allison Cuellar (Columbia U) John Blair (Texas Tech) Jim Begun (U Minn) Steve O'Connor (U Alabama) Anita Tucker (Wharton) Chair, Jane Banaszak-Holl (U Michigan) |
| 3:00-5:00 pm | BRINGING YOUR RESEARCH IDEAS TO FRUITION: FEEDBACK FROM THE EXPERTS | <ul style="list-style-type: none"> Tom D'Aunno (INSEAD) Len Friedman (Oregon State U) Reuben McDaniel (U Texas) Steve Mick (Virginia Commonwealth U) Grant Savage (U Alabama) Sharon Topping (U South Miss) Jacqueline Zinn (Temple U) |
| 5:30 – 7:30 pm | RECEPTION & WELCOME TO HCM DIVISION MEMBERS | Welcome <ul style="list-style-type: none"> Ruth Anderson (Duke U) Kathryn Dansky (Penn State U) |
| AUGUST 8 | | |
| 8:00 – 8:30 am | CONTINENTAL BREAKFAST | |
| 8:30 – 10:00 am | QUALITATIVE METHODS WORKSHOP | Chair, Tim Hoff (U Albany) <ul style="list-style-type: none"> Tim Hoff (U Albany) Karen Locke (College of William and Mary) Margarete Arndt (Clark U) |
| 8:30 – 10:00 am | QUANTITATIVE METHODS WORKSHOP | Chair, Rebecca Wells (Penn State U) <ul style="list-style-type: none"> Jon Chilingierian (Brandeis U) Shoou-Yih Daniel Lee (UNC) and Rebecca Wells (Penn State U) Keith Provan (U Arizona) |
| 10:30 – 12:00 pm | FINDING THE APPROPRIATE FUNDING SOURCE | Chair, Jane Banaszak-Holl <ul style="list-style-type: none"> Michael Harrison, AHRQ John Naman, NSF Scott Leischow, NCI Marc Weinstein (U Oregon) |
| | Joint session with ODC, OMT, and TIM | |
| 12:00 pm | Adjourn | |

Academy of Management

HCMD: Health Care Management Division

2004

Monday, August 9 – Wednesday, August 11

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|---------------|-----|--|------------|---|--|
| Paper Session | 414 | HCM Visual Paper Presentations | (HCM) | Monday, Aug 9 2004 8:30AM - 10:20AM | Marriot, Mardi Gras Salon E, panels 8-13 |
| Symposium | 415 | Remaining Silent: The Challenges to Voice in Dynamic Settings | (HCM, MOC) | Monday, Aug 9 2004 8:30AM - 10:20AM | Sheraton, Salon 820 |
| Paper Session | 431 | Perspectives on Quality | (IPC) | Monday, Aug 9 2004 8:30AM - 10:20AM | Sheraton, Grand Ballroom E, Table D2 |
| | | HCM Welcome | | Monday, Aug 9 2004 10:40AM | Sheraton, Salon 825 |
| Paper Session | 496 | Organizational Survival, Coalitions, and Community and Public Health Programs | (HCM) | Monday, Aug 9 2004 10:40AM - 12:00PM | Sheraton, Salon 825 |
| Paper Session | 509 | Exploring Organization Culture | (IPC) | Monday, Aug 9 2004 10:40AM - 12:00PM | Sheraton, Grand Ballroom E, Table C1 |
| Paper Session | 513 | Stress and Burnout | (IPC) | Monday, Aug 9 2004 10:40AM - 12:00PM | Sheraton, Grand Ballroom E, Table D2 |
| Paper Session | 611 | Agency Theory Perspectives on Behavior and Relationships Across Organizational Boundaries | (HCM) | Monday, Aug 9 2004 12:50PM - 2:10PM | Sheraton, Salon 825 |
| Paper Session | 636 | Healthcare Organization Learning, Reliability, and Patient Safety | (HCM) | Monday, Aug 9 2004 2:30PM - 3:50PM | Sheraton, Salon 825 |
| Theme Session | 702 | HCM Distinguished Speaker- Richard Henault, Chair of ACHE | (HCM) | Monday, Aug 9 2004 4:10PM - 5:20PM | Sheraton, Salon 825 |
| Paper Session | 750 | Groups and Teams | (SIT) | Monday, Aug 9 2004 4:10PM - 5:20PM | Ritz Carlton, Acadia |
| Paper Session | 751 | Networks and Knowledge Sharing | (SIT) | Monday, Aug 9 2004 4:10PM - 5:20PM | Ritz Carlton, Baronne |

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|--------------------|------|--|------------|--|--------------------------------------|
| Meeting | 760 | HCM Business Meeting | (HCM) | Monday, Aug 9 2004 5:30PM - 6:30PM | Sheraton, Salon 825 |
| Social Event | 783 | HCM Reception | (HCM) | Monday, Aug 9 2004 7:30PM - 9:30PM | Sheraton, Salon 825 |
| Showcase Symposium | 794 | The Pharmaceutical Industry and Management Research: New Insights and Research Strategies | (BPS, HCM) | Tuesday, Aug 10 2004 8:30AM - 10:10AM | Fairmont, Bayou Rooms II+IV |
| Paper Session | 819 | Developing Social Capital | (IPC) | Tuesday, Aug 10 2004 8:30AM - 10:10AM | Sheraton, Grand Ballroom B, Table B2 |
| Paper Session | 824 | Incentives and Rewards in Organizations | (IPC) | Tuesday, Aug 10 2004 8:30AM - 10:10AM | Sheraton, Grand Ballroom E, Table C3 |
| Paper Session | 852 | Implementing Technologies | (SIT) | Tuesday, Aug 10 2004 8:30AM - 10:10AM | Ritz Carlton, Baronne |
| Paper Session | 857 | Knowledge Management, Innovation Adoption, and Institutional Theory | (HCM) | Tuesday, Aug 10 2004 8:50AM - 10:10AM | Sheraton, Salon 825 |
| Paper Session | 926 | Learning in Alternative Settings | (SIT) | Tuesday, Aug 10 2004 10:30AM - 11:50AM | Ritz Carlton, Acadia |
| Paper Session | 1004 | Corporate Governance | (SIT) | Tuesday, Aug 10 2004 2:30PM - 3:50PM | Ritz Carlton, Acadia |
| Paper Session | 1022 | Trust, Emotional Labor and Physician/Nurse Job Satisfaction | (HCM) | Tuesday, Aug 10 2004 4:10PM - 5:20PM | Sheraton, Salon 825 |
| Paper Session | 1029 | Strategy and Health Care | (IPC) | Tuesday, Aug 10 2004 4:10PM - 5:20PM | Sheraton, Grand Ballroom B, Table A1 |
| Paper Session | 1033 | Identifying Individual Competencies | (IPC) | Tuesday, Aug 10 2004 4:10PM - 5:20PM | Sheraton, Grand Ballroom B, Table B2 |
| Paper Session | 1036 | Trust and Satisfaction in the Workplace | (IPC) | Tuesday, Aug 10 2004 4:10PM - 5:20PM | Sheraton, Grand Ballroom E, Table C2 |
| Paper Session | 1123 | Managing Clinical Professionals for Better Patient Outcomes | (HCM) | Wednesday, Aug 11 2004 9:00AM - 10:20AM | Sheraton, Salon 825 |



The Houston Center for Quality of Care and Utilization Studies is seeking a Full-Time Faculty Member for the role of Translation Specialist/Implementation Coordinator

Rank: Assistant Professor, tenure-track
Baylor College of Medicine/Veterans Affairs Medical Center
Houston, Texas

Overview: The Houston Center for Quality of Care and Utilization Studies (HCQUS) consists of the Veterans Affairs Health Services Research and Development Centers of Excellence (one of 13 nationwide), and the Baylor College of Medicine Section of Health Services Research. Over the last 12 years, HCQUS has grown into a research powerhouse, continuing its mission of impacting health and health care by conducting and translating outstanding research and by developing influential leaders in health outcomes, quality, access, utilization, and costs. The Houston Center supports 32 independent investigators with expertise in statistics, measurement, psychology, epidemiology, medical ethics, health economics, and sociology who work together on multidisciplinary teams to ultimately improve the quality and efficiency of patient care

Job Description: The ultimate goal of this position is to translate research results into practice and facilitate the improvement of Healthcare for specific illnesses. The incumbent will visit clinics, hospitals, and other appropriate forums to interface with patients, physicians, and other healthcare providers. Collaborate with other researchers to assure research findings are disseminated to appropriate platforms. Responsibilities will include working with the Chronic Heart Failure VA Quality Enhancement Research Initiative. This is a tenure-track, Faculty position at the Assistant Professor/Professor level. The position also involves some local travel as well as national travel (about 8 times per year.)

Skills: The successful candidate will have an interest and background in healthcare organization or healthcare management and change implementation. Experience implementing programs for lifestyle and behavioral changes. Ability to employ a broad spectrum of knowledge in research and translation in healthcare is a necessity. Excellent written and oral communication skills, critical thinking skills, and leadership ability are imperative. Evidence of past research productivity and success in obtaining external grant funding is optimal, but not required. An interest in diverse populations, community/research collaboration, and health care utilization research is a must.

Additional Qualifications: Ph.D. in Nursing, Public Health, Healthcare Management, or Organizational Behavior. Interested applicants should e-mail or fax cover letter, CV, and 3 letters of reference to Tamara Lavin, Recruiter. E-mail: tlavin@bcm.tmc.edu Fax: 713-748-7359. Center for Quality of Care and Utilization Studies, VAMC (152) Research, 2002 Holcombe Blvd., Houston, TX 77030. EEO. (8/29/03)

PENNSTATE



**Health Care
Management Division
Academy of Management**

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The Health Care Management Division's newsletter is published three times a year in April, July, and November. Footnotes* is a publication of the Academy of Management. The Editor is Rebecca Wells, Ph.D. All comments or questions related to the newsletter should be sent to Rebecca Wells at the address listed above.

Please note that email changes should be sent to the listserv chair.

Important Dates

July 7, 2004 Deadline to reserve room with the Housing Bureau

July 23, 2004 Deadline to register in advance at the lower registration fee

<http://meetings.aomonline.org/2004/>

**Call for Nominations
Myron D. Fottler Exceptional Service Award**

Do you feel that a member of the HCMD has gone above and beyond the call of duty? If so, you may want to nominate that person for formal recognition through the MYRON D. FOTTLER EXCEPTIONAL SERVICE AWARD.

This award is considered to be the most distinguished award given by our Division. It was established to recognize a member of the Division who has provided extraordinary service to both the Division and to the profession. It is not an annual award, but a nominee must meet the following requirements:

- at least ten years membership in the Health Care Management Division and evidence of dedication to the profession;
- service as a mentor, not only to colleagues and students at his or her own university, but also to others in HCMD;
- active participation in the Division after serving as a Division officer, although service as an officer is not a requirement; current officers are automatically exempt from consideration.

Please send nominations by June 1, 2004, to the selection committee chair, Kathryn Dansky (HCM Division Chair-Elect) at kxd9@psu.edu. Nominations must include a detailed description of the nominee's involvement with HCMD and an explanation for why this individual is a good candidate for this award. The award is presented during the HCM Division Business Meeting at the Academy of Management Annual Meeting. This year, the HCMD meeting will be held on Monday, August 9, 2004, at the Sheraton Hotel in New Orleans.

Wanted: Interviews with Field Leaders

Last summer we initiated this new series through an interview with Jeff Alexander, to much favorable response. I'd like to run another such interview in the summer issue of Footnotes. If you are potentially interested in conducting such an interview, could you please contact me at rswells@psu.edu?

Thanks so much,

Rebecca Wells
Footnotes editor