

# FOOTNOTES\*

Fall 2011\*

## TIME SENSITIVE DEADLINES:

\*OBHC Conference

Deadline: Nov 18/2011

\*AOM Conference

Deadline: Jan 10/2011

\*Chair Posting Nov

30/2011, U/Toronto

\*Faculty Posting ASAP,  
Ohio State

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Please visit our

**HCMD website** at:

<http://division.aomonline.org/hcm/newsletter.htm>

## A MESSAGE FROM THE CHAIR

Trish Reay

It was great to see so many of you in San Antonio last August. It was an excellent program, and for that we need to give thanks to last year's Program Chair, **Jami DelliFraine** and PDW Chair, **Eric Ford**. The temperature was a little on the high side, but the venue was excellent, and the scholarship superb. What more could we ask for!

I also want to thank our sponsors who provided their generous support for conference activities. We were able to help 8 students with travel expenses, and our networking opportunities were outstanding! Our sincere thanks to the following organizations:

**Association of University Programs in Health Administration (AUPHA)**

**Texas A&M Health Science Center**

**Bryan School of Business and Economics, University of North Carolina  
Greensboro**

**Fleming Center for Healthcare Management at the University of Texas  
Trinity University**

**Army-Baylor Alumni Association**

Looking forward, you've already received a note from me that it's time (already) to start thinking about next year's conference in Boston. The call for submissions has gone out and the AOM submission website will open soon. As always, we look forward to receiving your PDW proposals, scholarly papers and symposia proposals. It is your work that makes the program so successful each year.

As always, there are a few changes in the executive this year. We welcome **Rebecca Wells** as our PDW Chair, **Jens Rikardt Andersen** as Practitioner-at-Large, **Nancy Borkowski** as Academic-at-Large, **Vicky Parker** as Secretary, **Tom Sanders** as Practice Committee Chair, and a special welcome to our new student representative, **Nick Edwardson**. We also thank the following people who are rotating off the executive: **Louise Fitzgerald**

(Academic-at-Large), **Andy Garman** (Practitioner-at-Large), **Ann Chou** (Secretary), and **Jeff Helton** (student rep). Also, I want to express my very special gratitude to **Rob Weech-Maldonado** who was most recently Past Chair and has cheerfully worked very hard for our division as he moved through all the elected executive positions. Thank you Rob!

This year it's our turn for **the 5 year review**. This means that we send out a survey to all HCM members (you should have already received it!!) – and based on the results of that survey, we will develop plans for the future. Once we have the results, we'll post them on our HCM website and keep you up to date on the process. We really look forward to your participation through the survey process. In addition, if you have suggestions, comments or questions, please feel free to email me. We always welcome your involvement in the division.

I hope your fall term is going well, and that you start making plans now to submit papers or symposia proposals for AOM Boston!

-Trish

## A MESSAGE FROM THE DIVISION CHAIR-ELECT

Jamie DelliFraine

The Health Care Management Division (HCMD) was very well represented this year at the Academy of Management annual meeting in San Antonio with a showcase symposium, 3 jointly sponsored symposia, 11 paper sessions, 1 discussion paper session, and 2 cross division paper sessions. **All the sessions were highly dynamic and interactive, well attended, and covered hot topics**, such as implications of U.S. healthcare reform for healthcare management research, improving healthcare system quality, healthcare technology and electronic medical records, and retaining and engaging healthcare workers. In addition, we were delighted to have **Gregg Stevens**, a Senior Executive Service Army civilian who serves as Chief of the Army Medical Department Civilian Corps, as **our Distinguished Speaker**.

However, none of this could have been achieved without the special effort and excellent performance of those who contributed to the program. As the 2010 Program Chair, I would like to give a heart-felt **thanks to those who submitted and presented a paper, and those who served as reviewers, discussants and session chairs**. In this issue of *Footnotes\** I would like to recognize those who received a reviewer award.

We always welcome your feedback. If you have any suggestions on how we may improve the HCMD program in the future, please do not hesitate to email me at: [jami.l.dellifraine@uth.tmc.edu](mailto:jami.l.dellifraine@uth.tmc.edu).

Please consider volunteering as a reviewer, discussant, or session chair for the next annual meeting in Boston. Also **consider nominating an HCMD member** for the **Myron D. Fottler Exceptional Service Award**. I will be soliciting nominations by early spring 2012. The criteria for this award can be found in the HCMD web page.

Best wishes,

Jami DelliFraine

Division Chair Elect

## A MESSAGE FROM THE PROGRAM CHAIR

Eric Ford



Hello Informal Economists?:

The San Antonio meeting was just last month and planning for next year's event in Boston is already in full swing. The theme for the program is '**The Informal Economy**' and the formal call for papers and sessions is included in this issue of Footnotes. It should be an interesting meeting and I look forward to hearing how people go after this topic.

The most important thing to remember is that the Academy's 'Informal Economy' relies on its dedicated cadre of reviewers as its chief currency. Please be sure to **sign-up to be a reviewer**. Also, if you volunteer for more than one division you will be very likely to receive several papers to review.

I would like to extend a special thanks to **Sara Singer**. Her help to connect us with the movers and shakers in Boston has been invaluable.

Informally yours  
Eric Ford, UNCG  
Program Chair

## TEACHING COMMITTEE UPDATE

The Teaching Committee had a very productive year and a successful annual meeting. We sponsored three pedagogically oriented PDWs, and we presented our **HCMD Teaching Award** to a very deserving recipient, **Christy Harris Lemak** from the University of Michigan. Our committee met in San Antonio to work on goals for the following year and we will be pursuing a standardized HCMD Teaching Award nomination form, pursuing collaborations with other associations/organizations, and generating ideas for PDWs for the 2012 annual meeting in Boston.

If you are interested in joining the Teaching Committee, please feel free to contact me (akyarb@uab.edu). Finally, I want to encourage you all to start thinking about making **a nomination for next year's HCMD Teaching Award**. We will be sending out a call for nominations in a couple of months, so be ready to nominate a worthy teacher!

Amy Yarborough Landry  
Teaching Committee Chair

## HCMD 2011 REVIEWER AWARDS

Many congratulations to the 2011 reviewer award winners.

Jeff Helton, U of Texas School of Public Health

Kathleen Montgomery, U of California, Riverside

Rebecca Wells, U of North Carolina, Chapel Hill

Ingrid M. Nembhard, Yale University

Josephine McMurray, U of Waterloo

Ann Langley, HEC Montreal

Tim Hoff, U of Albany, SUNY

Christopher Johnson, Texas A&M Health Science Center

Peter Rivard, Suffolk U.

Ellen Goldman, George Washington U.

Judith Alexander, U. of South Carolina

Shital Shah, Rush U.

Barbara Wilson, U. of Toronto

Barbara Bigelow, Clark U.

Ann Scheck McAlearney, Ohio State U.

Margarete Arndt, Clark U.

Jami DelliFraine, Division Chair Elect & Past Program Chair

## HEALTH CARE MANAGEMENT DIVISION

### Call for Submissions

**Specific domain:** The HCM division invites submissions **addressing any aspect of the health care sector.** Topics include (but are not limited to): management of health care organizations; public policy issues, such as access to care, competition, cost control and quality of care, and their implications for managers; health care finance and marketing; comparisons of health care across international contexts; empirical or conceptual applications of theory in health care organizations; and development of organizational theory from studies conducted in health care settings.

**Special Instructions:** In addition to submissions addressing the HCM domain, the HCM division also **encourages papers and symposia focused on the 2012 conference theme, “The Informal Economy.”** Health care has a wide variety of economic activities that take place in the Informal Economy. From ‘off-label’ prescribing of drugs to the emergence of concierge physician services, many health care activities take place outside the ‘normal’ systems of care and are not counted as parts of the formal economy. The informal economy for health care services is particularly active outside the U.S. where care systems often run parallel to state-subsidized programs filling in care gaps as part of an informal economy. The majority of research on the Informal Economy looks at labor markets abilities to absorb workers. How do health care services emerge in markets that have an Informal Economy making-up a significant part of their activity? Submissions addressing the theme in these or other ways related to health care are welcomed

The HCM division encourages submissions from PhD students. Papers with a PhD student as the first or sole author should be clearly identified at the time of submission.

**Division Awards:** The HCM division honors the following papers:

- **Best Health Care Management Paper**, sponsored by the *American College of Healthcare Executives*.
- **Outstanding Paper Based on a Dissertation**; papers to be considered for this award must be sole-authored and identified at the time of submission as eligible for the **Newman Award**.
- **Best Health Care Management Theory to Practice Paper**, sponsored by *Health Care Management Review*. This award is intended to encourage papers relevant to the practicing health care manager. Papers to be considered for this award must be identified as such at the time of submission by selecting "Practice" as the paper orientation.
- **Best International Health Care Management Paper**, sponsored by *the Emerald Publishing Group and the Journal of Health Organization and Management*. Papers to be considered for this award must be international and identified at the time of submission as eligible for the **Dexter Award**.

Eric Ford, Program Chair

## CALL FOR SUBMISSIONS AND REVIEWERS

The *Online Journal of International Case Analysis (OJICA)*, an open access management journal, is now **accepting submissions for its 2012 issues**. OJICA makes available a broad and diverse range of material to management scholars and practitioners globally by:

1. Focusing on international business issues in global locations with unusual dilemmas,
2. Publishing cases written in English and foreign languages, and
3. Providing a unique section titled "Glimpses" that features personal anecdotes and reflections on various global issues.

OJICA provides open access to its content on the principle that making research freely available to the public supports a greater global exchange of knowledge. All case studies and papers published in OJICA are peer-reviewed and are accessible through the ProQuest databases.

As a member of the AOM's Health Care Management Division, I encourage you to **consider being a guest editor and organizing a special topic issue** relating to building health management capacity on a global basis. With many countries focusing on health reform, this would be of interest to OJICA readers. Other special issue topics are encouraged and welcomed.

Please visit our website <http://ojica.fiu.edu/> for more information.

Nancy Borkowski, Editor, OJICA,  
Florida International University  
[nborkows@fiu.edu](mailto:nborkows@fiu.edu)

## Call for Papers

### ***BIENNIAL REVIEW OF HEALTH CARE MANAGEMENT: STRATEGY AND POLICY PERSPECTIVES ON REFORMING HEALTH SYSTEMS***

Deadline for 1-page Précis: December 16, 2011

Deadline for Initial Manuscript Submission: January 13, 2012

**Series Editors:** Leonard Friedman, PhD, George Washington University, [friedmal@gwu.edu](mailto:friedmal@gwu.edu)  
Grant T. Savage, PhD, University of Alabama at Birmingham, [gsavage@uab.edu](mailto:gsavage@uab.edu)

**Guest Co-Editor:** Jim Goes, PhD, University of Phoenix and Walden University, [jim@cybernos.com](mailto:jim@cybernos.com)

**Assistant Editor:** Valerie A. Yeager, MPH, MPhil, University of Alabama at Birmingham,  
[vyeager@uab.edu](mailto:vyeager@uab.edu)

*Advances in Health Care Management*, a biannual research series published by Emerald Publishing Group, is pleased to announce a volume **reviewing the strategy and policy perspectives on reforming health systems**, with publication planned in the summer of 2012. We are interested in both empirical and conceptual reviews of health care management, including topics such as the following:

- Strategic decision making for health systems
- Changes in health outcomes following health system strategic change
- Cost control and health system change
- Quality of care and health system change
- The relative effectiveness of health system change
- Hospital organization and performance
- Integrated system or network organization and performance
- The impact of current and future policy changes on healthcare organizations
- Individual and organizational determinants of clinical outcomes
- Determinants of successful change strategies in organizations
- Governance issues and challenges
- Management of excellent customer service
- The impact of technology on organizational outcomes

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

## CALL FOR PAPERS

### The 8th International Organisational Behaviour in Healthcare Conference

15-18 April 2012  
Trinity College Dublin, Dublin, Ireland

#### *Patient-centred healthcare teams: achieving collaboration, communication and care*

Hosted by the School of Business at Trinity College Dublin on behalf of the Society for Studies in Organizing Healthcare (SHOC), the 8th International Organisational Behaviour in Healthcare Conference will explore how healthcare organisations and professions can work towards achieving patient-centred healthcare. A broad range of contributions are anticipated, including those addressing themes of team-work, networks, communication, collaboration and care.

We invite you to submit a paper for consideration at our online paper submission site <https://www.openconf.org/obhc2012/openconf.php>. Both conceptual and empirical papers are encouraged, and we welcome submissions from those working in all areas of healthcare and related fields. **FULL PAPERS only will be considered (max 5,000 words excluding references, appendices and tables) and there will be a double blind peer review process.** All submissions must be made via the online paper submission site.

The deadline for paper submission is **18 November 2011**.

Although not an exclusive list, we would very much like to consider papers in the following areas:

- **Patient-focused healthcare** (patient-centred care, patient engagement, patient stories, patient perspectives, patient choice, patient safety, patient-led initiatives)
  - **Teamworking** (teams, roles, routines, composition)
  - **Coordination and inter-dependence** (inter-professional networks, inter-organisational networks, inter-sectoral networks, relational coordination, research teams, clinical governance, integrating structures and roles)
  - **Coordination through management processes** (managing demand, lean and operations management, patient pathways, change management, human resource management)
- Communication** (communication and decision-making, cross-cultural communication, inter-professional communication, patient communication strategies)

Working papers may also be considered, on the understanding that – if accepted – the final paper will be submitted no later than the Early Bird Registration deadline in 2012.

## PUBLICATIONS

As in previous years, papers submitted and accepted for presentation will be considered in special issues emanating from the Conference. In addition, the Conference Committee also intends to continue the Society's Palgrave book series, based on the Conference theme.

Should you have any queries, please do not hesitate to contact me. Hoping to see you in Dublin in 2012!

Kind regards

Linda Soriton, Conference Organiser  
OBHC 2012



Dear Academy of Management Member:

The message below is an announcement of **the 2012 Call for Submissions** and the 2012 All-Academy Theme Program Call for Submissions.

#### **Call for Submissions**

The Academy of Management is calling for submissions (papers, symposia, PDW proposals, and caucus proposals) for the 2012 AOM Annual Meeting, August 3-7, Boston, Massachusetts. **The submission deadline for ALL submissions is January 10, 2012 at 5:00 PM ET (New York time).**

ALL submissions will be made via the Academy's submission system which is scheduled to open on **November 2, 2011**.

Members who are interested in submitting are advised to carefully review the submission guidelines and procedures on the 2012 Annual Meeting website prior to submitting. Submissions that do not follow the guidelines or are incomplete will not be reviewed. If you have any questions about the submission guidelines and process, please contact the AOM Program Coordinator, Valerie Concepcion ([vconcepcion@pace.edu](mailto:vconcepcion@pace.edu)).

#### **All-Academy Theme Program Call for Submissions**

A series of All-Academy Theme Sessions will be scheduled on Sunday during the Annual Meeting to explore the 2012 conference theme, "The Informal Economy". The All-Academy Theme Sessions will include Professional Development Workshops and Symposia. Anyone who is interested in discussing their ideas should contact the All-Academy Theme Program Chair, Bat Batjargal ([batjarg@fas.harvard.edu](mailto:batjarg@fas.harvard.edu)), by December 13, 2011. The full proposals must be submitted by **January 10, 2012 at 5:00 PM ET (New York time)**.

For more information please visit the 2012 Annual Meeting website.

Sincerely,

R. Duane Ireland, 2012 Program Chair  
Bat Batjargal, 2012 All-Academy Theme Program Chair  
Academy of Management





## **FACULTY POSITION**

### **The Ohio State University College of Public Health**

#### **Assistant/Associate Professor of Clinical Public Health Division of Health Services Management and Policy**

The Division of Health Services Management and Policy at The Ohio State University College of Public Health is seeking candidates to fill a full-time clinical-track faculty position at the rank of assistant or associate professor. Individuals in the clinical track will be responsible primarily for teaching courses at the undergraduate or graduate level. Additionally, we expect that the faculty member will also pursue relevant non-teaching activities that might include either practice-based projects, the development and assessment of new teaching methods or academic programs, or other scholarly activities. Publication of the results of those projects in peer-reviewed journals is highly encouraged.

The candidate should have the demonstrated ability to teach general courses in health care systems at the graduate and undergraduate level. In addition, the candidate should be able to teach in a specialized area such as health care management, health care policy, quality and patient safety, health care economics, health information technology, mental health services, or other similar areas.

Candidates must possess a PhD or equivalent degree in a relevant field such as health services research, public policy, business, public health, sociology, political science, health economics, or organizational behavior. Three years of relevant teaching experience is preferred. Salary is commensurate with the rank and experience of the candidate. Interested candidates may direct any questions to the search committee chair, Dr. Allard Dembe at [adembe@cph.osu.edu](mailto:adembe@cph.osu.edu) or via telephone at 614-292-9708. Applicants should apply via email with their CV, cover letter describing their teaching interests, and three references to the email address listed below:

[cyork@cph.osu.edu](mailto:cyork@cph.osu.edu)

Cindy York, Senior Division Coordinator  
OSU College of Public Health  
359A Cunz Hall, 1841 Neil Avenue  
Columbus, OH 43210

To build a diverse workforce, The Ohio State University encourages applications from individuals with disabilities, minorities, veterans, and women. An EEO/AA employer.



UNIVERSITY OF TORONTO  
FACULTY OF MEDICINE

**CHAIR POSTING**  
**DEPARTMENT OF HEALTH POLICY, MANAGEMENT & EVALUATION**  
**UNIVERSITY OF TORONTO, FACULTY OF MEDICINE**

Applications are invited for the position of Chair, Department of Health Policy, Management and Evaluation, Faculty of Medicine, University of Toronto, for a 5-year term effective July 1, 2012.

The University of Toronto academic health science complex is among the largest in North America. The Faculty of Medicine (<http://www.facmed.utoronto.ca>) and its nine fully-affiliated hospitals receive over CAN \$700 million per annum in research funds.

The Department of Health Policy, Management and Evaluation is one of the largest departments of its kind in Canada. It is internationally competitive in the fields of health policy and governance, organizational management and leadership, performance management, comparative health systems, health services research, clinical epidemiology and health care research, knowledge transfer, health economics, quality improvement, and patient safety. It offers rigorous research and professional graduate degree programs, as well as continuing education. Multidisciplinary and collaborative, the department's more than 100 faculty members represent a wide range of disciplines including health policy, economics, law, clinical epidemiology, innovation, e-health and technology, sociology, and political science. A further 130 senior health care executives serve as adjunct faculty to the MHSc and Master of Health Informatics programs. This department—unique in Canada—brings together leading researchers from across the world and from a wide variety of disciplines to develop and to translate innovative ideas into evidence-informed practices that improve the planning, delivery, and outcomes of health care. Responsible for more than \$6.5 million in research funding each year, the department is making significant contributions to translational knowledge and policy in the areas outlined above.

In addition to a record of academic excellence, the successful candidate will possess outstanding leadership, administrative management, communication, and relationship-building skills. The individual will bring entrepreneurial vision and execute strategies to enable the department to build and to sustain effective local, national, and international partnerships. A close collaborative relationship with the Dalla Lana School of Public Health, the health science faculties, and other cognate academic units at the University of Toronto will be fostered. Candidates should have a track record of successful and innovative leadership in education and research, and must be eligible for a tenured academic appointment at the rank of full professor in the Department of Health Policy, Management and Evaluation. The next chair must have the vision and ability to take the Department of Health Policy, Management and Evaluation to a new level of international recognition and academic achievement.

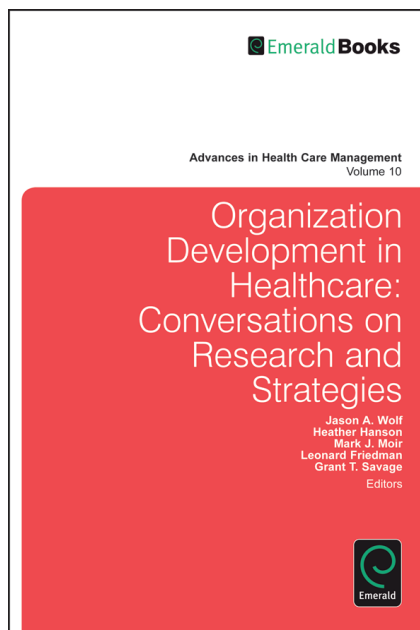
Applications consisting of a letter of interest and CV may be submitted online at [www.jobs.utoronto.ca/faculty](http://www.jobs.utoronto.ca/faculty) (Job # 1101057) or by sending to:

Prof. Catharine Whiteside, Dean  
c/o Anastasia Meletopoulos, Academic Affairs Specialist  
Office of the Dean, Faculty of Medicine, University of Toronto  
Room 2109, Medical Sciences Building  
1 King's College Circle  
Toronto, Ontario M5S 1A8  
CANADA  
Fax 416 978 1774  
[anastasia.meletopoulos@utoronto.ca](mailto:anastasia.meletopoulos@utoronto.ca)

The closing date for this position is **Wednesday November 30, 2011**, or until filled.

For detailed information on the department, visit its Web site at <http://www.hpme.utoronto.ca>.

The University of Toronto is strongly committed to diversity within its community and especially welcomes applications from visible minority group members, women, Aboriginal persons, persons with disabilities, members of sexual minority groups, and others who may contribute to the further diversification of ideas. All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority.



**JUST RELEASED!**

**Organization Development in  
Healthcare: Conversations on Research  
and Strategies**

**Advances in Health Care Management, Volume 10**

**Volume Editors:** Jason A. Wolf, Heather Hanson, Mark J. Moir, Leonard Friedman and Grant T. Savage

**Series Editors:** John D. Blair, Myron D. Fottler, Grant T. Savage and Leonard Friedman

**Synopsis**

This work is a collection of critical ideas relating organization science to both operations and accomplishments in the health care environment. A thematic guide for current leaders and practitioners, as well as health administration, business administration and organization development professors and students alike, this volume pulls in a broad cross-section of perspectives on the important linkage of scholarship and practice with a solid global perspective. Covering key themes from culture, change, leadership, teams, IT and a systemic perspective of health care overall, it provides both practical insights and theoretical perspectives that will support immediate improvements and encourage longer-term dialogue on how organization science can impact the delivery, structure and operations of health care systems globally. Specific chapters look at: enhancing the cultural competency of health care organizations; the four Cs of leadership development; addressing dysfunctional relations among health care teams; and treating health care organizations as “patients”.



Email

**Name on card** \_\_\_\_\_

- If you have questions about making your gift, contact Chris Johnson, HCM Division Treasurer, at 979-458-4165 or [cejohnson@srph.tamhsc.edu](mailto:cejohnson@srph.tamhsc.edu). An electronic version of the gift form can be accessed at [http://division.aomonline.org/hcm/HCM\\_Scholarship\\_GiftForm.pdf](http://division.aomonline.org/hcm/HCM_Scholarship_GiftForm.pdf).