

FOOTNOTES*

HCMD Annual Meeting 2004 Highlights

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Program Highlights Report 1

At this year's meeting, please sample the various new and returning ways that the scholarship of HCM Division members is gaining AOM-wide visibility. Below is the program schedule with times and meeting locations. Be sure to bring a supply of business cards because you are certain to meet many new people to help you further your own scholarship.

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Brand-new this year is the **Visual Paper Presentation**. Our division will have six visual presentations (Monday beginning at 8:30 am). These presentations will give you the opportunity to discuss research one-on-one with the authors. The AOM is introducing this paper format as a way to increase the depth and enhance the quality of interaction among conference participants so please join in!

Complete Professional Development Workshop agenda — reprinted here for you to print out and take to New Orleans! 4-5

The **Interactive Paper Sessions** are returning again this year. This format was invented to encourage more discussion and interaction among authors and attendees than is possible in traditional podium presentations. Our division will have 11 interactive paper presentations scheduled into 8 sessions (see program schedule below). Check the AOM website for copies of the papers so that you can read them before coming to the interactive discussion. This is a great format for getting to know authors and other attendees so try it out!

Complete regular HCMD Meeting Program agenda 5-7

The **Shared Interest Tracts (SITs)** were created to generate better cross-division interaction. The HCM Division will have 5 papers in 5 SITs (see program schedule below for times and locations). These papers went through an additional review process to be selected for the SIT session format. All five papers address health care management but also have broad cross-division implications. Go to these sessions and meet people with common interests in other AOM divisions!

Remember the HCMD web site:

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

The HCM Division will sponsor, with the Business Policy and Strategy (BPS) Division, one **Showcase Symposium**, "The Pharmaceutical Industry and Management Research: New Insights and Research Strategies" (scheduled on Tuesday at 8:30 am—see program schedule below for details). Showcase symposia go through a second level of review to be selected and they discuss topics that cut across and appeal to many divisions. Therefore, this is a session where you can expect to meet people in your own and other divisions with common interests. The AOM expects a large audience so be sure to come early to get your seat!

The HCM Division will also sponsor, with the Managerial & Organizational Cognition (MOC) Division, a **Joint Symposium**, “Remaining Silent: The Challenges to Voice in Dynamic Settings” (scheduled on Monday at 8:30 am—see program schedule below for details). Again, the symposium is a session where you can expect to meet people in your own and other divisions with similar research interests. We also expect a large audience at this most interesting symposium—so do come early to get a seat.

Not to be missed is the **Health Services Research Caucus Meeting: NIH and AHRQ Grants Workshop** organized by **Thomas Hilton** (National Institute on Drug Abuse) with participants **Michael Harrison** (Agency for Healthcare Research and Quality) and **David Chambers** (National Institute on Mental Health). This session will overview the grant application process to (a) introduce HHS agencies who sponsor research grants examining health service provider organizations, (b) overview the types of health service problems that could benefit from a mainstream approach, (c) introduce ways to combine public health needs and organizational research problems, (d) overview the various grant mechanisms available, and (e) describe ways to participate in mental health, substance abuse, and general medical HSR (including application development). This session begins at 7 am on Monday (see program for details and ad on page 5). Anyone writing a grant application for NIH, will gain something from this workshop.

At the center of the meeting are our **HCM Paper Presentation Sessions**. These sessions hit at the core interests of our division and are constructed to bring together papers with a common theme so that we can engage in insightful and meaningful discussion across the research papers presented. We have 22 papers in this format, scheduled into six sessions (see program below for details).

The highlight of our program is always the **Theme Session: Distinguished Speaker**. This year’s speaker, Richard A. Henault, FACHE, is executive vice president, Methodist Health System Foundation, Inc., New Orleans. He is serving as the 2004-2005 Chairman of the American College of Healthcare Executives (ACHE), an international professional society of 30,000 healthcare executives who lead our nation’s hospitals, healthcare systems, and other healthcare organizations. With comprehensive programs in credentialing, education, career counseling, publications, and research, ACHE works towards its goal of being the premier professional society for healthcare leaders. Title: “**Leadership in a Postmodern World: Research and Reality.**” Please join us on Monday at 4:10 pm and expect a crowd!

Don’t miss the **HCM Business Meeting** (Monday at 5:30 pm). This is the best place to see who does what in the division and how to get involved. The **HCM Reception** that follows is a popular gathering place for HCM members new and not so new! This is the best place to meet that person you’ve wanted to meet and exchange ideas about your scholarship.

For additional socialization, be sure to check out the PDW schedule for breakfast times and the Saturday evening reception to be sponsored in part by AUPHA.

I’m looking forward to a wonderful meeting and thank the authors and the reviewers for their hard work in making this possible.

See you soon!

Ruth Anderson

Program Chair

REFLECTIONS ON A YEAR AT THE HELM: A Message from the Chair

It is both funny and a bit disconcerting how rapidly time seems to pass. I think about my two daughters, now both in their early 20's and can remember them at every stage of childhood as though it were just yesterday. How many of us look back at the end of the school year and wonder where the time has gone? Thinking about this final column in my role as Chair of the HCMD, similar thoughts about the rapidity of time have come clear once again. In looking back at previous columns, I have tried to share with all of you my sense that the health and well being of the Division is not the work of a single person but instead, is directly linked to the time, energy, and dedication of all our officers, volunteers, and members. For this column, I would like to specifically acknowledge and celebrate the members of the Executive Committee and ask that you join me in congratulating them for their accomplishments.

I have been so grateful to have **Kathleen Montgomery** as my friend, mentor, and unequivocal supporter. With this year's meeting, Kathleen completes her five year leadership tour with the Division. I am so appreciative of her willingness to provide wise counsel, insights, and a reminder to keep setting my sights high for what we as a Division can accomplish. For me, Kathleen demonstrates the leadership style and substance that all of us should work to emulate. In whatever she does, Kathleen approaches the task with intelligence, grace, patience, and unending good humor. While she will no longer be on the Executive Committee, I am confident that Kathleen will continue to serve the Division in whatever way she can.

At the conclusion of the business meeting on August 9, **Kathryn Dansky** will move into the role of the Chair of this Division. I have known Kathryn for as long as I've been associated with the Academy and am totally confident that she will serve as Chair with both honor and distinction. The programs that she constructed last year in Seattle and PDW the year before in Denver were magnificent. There are few people as smart, articulate, and dedicated as Kathryn and I look forward to assisting her throughout the upcoming year.

The two members of the Executive Committee who are central to the successful outcome of the annual meeting are **Ruth Anderson** and **Jane Banaszak-Holl** who serve as the Program Chair and PDW Chair respectively. Those who have served in these roles understand the amount of time and effort that it takes to make the program and PDW something that keeps members coming back from year to year. Both Ruth and Jane have done a splendid job and they deserve the thanks of everyone in the Division.

It is my pleasure to announce the results of the recently completed election and to welcome the following officers:

PDW Chair (Program Chair-elect)
Division Chair-elect
Academic-at-large
Practitioner-at-large

Tim Hoff
Ruth Anderson
Michelle Issel
Nancy Seifert

In addition, **Robert Weech-Maldonado** has graciously agreed to fill the unexpired term of Tim Hoff as one of the two Academics-at-large. Thanks very much Rob.

(Continued, next page...)

Finally, my thanks and appreciation goes out to all of the members of this wonderful Division who have served on our various committees or who have helped in innumerable ways throughout the year. It has been an honor and a privilege to work with this distinguished group of friends and colleagues. Please join me in extending to each one, your thanks and gratitude for their service to our Division.

I look forward to seeing all of you in August.

Len Friedman

Division Chair

Professional Development Workshop Offers Learning Opportunities for Everyone

As organizer of the Health Care Management Division's Professional Development Workshop, I would like to thank everyone who has volunteered for the program. Despite the Division's relatively small size, we have an enormous number of colleagues contributing excellent ideas and advice to sessions on Professional Development. Check out your program and arrive early on Friday or Saturday so that you can catch these sessions (all of which will be found in the Sheraton Hotel). As part of the program, we will have a reception Saturday night, workshops on both qualitative and quantitative methods, representatives from 3 national funding agencies presenting their agendas, and one on one feedback sessions in which you can discuss your current research.

Here is the impressive list of places from which our presenters hail:

University of Alabama	Clark University	Wharton School of Business
University of Albany	Purdue University	Univ. of California San Francisco
RAND	Univ. of Pittsburgh	Boston University
Virginia Commonwealth University	Univ. of Central Florida	National Science Foundation
Columbia University	Univ. of Michigan	Texas Tech University
Univ. of Minnesota	Oregon State Univ.	University of Texas
Univ. of Southern Mississippi	Temple University	AHRQ
Duke University	Penn State University	
College of William and Mary	Brandeis University	
Univ. of North Carolina	Univ. of Arizona	
National Cancer Institute	Univ. of Oregon	

See you all in New Orleans!

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: MODELING EMBEDDED PHENOMENA	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)
12:00 pm	Adjourn	

Academy of Management

HCMD: Health Care Management Division

2004

Monday, August 9 – Wednesday, August 11

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
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

Academy of Management
Health Care Management Division

Presents:

Leadership in a PostModern World: Research and Reality

Distinguished Speaker

RICHARD A. HENAULT, FACHE



Richard A. Henault is executive vice president of Methodist Health System Foundation, Inc., New Orleans. Mr. Henault serves as the 2004-2005 Chairman of the American College of Healthcare Executives, an international professional society of 30,000 healthcare executives who lead our nation's hospitals, healthcare systems, and other healthcare organizations.

Mr. Henault joined the Methodist Health System in 1984. He is responsible for system-wide strategic direction as well as operational and financial performance, subsidiary operations and managed care initiatives. His prior experience includes positions as chief operating officer of the University of Chicago Hospitals and Clinics and senior associate director of the Ochsner Foundation Hospital, New Orleans.

Using a question and answer format, Mr. Henault will address current leadership challenges in the healthcare industry. He will engage the audience in a frank discussion of the gaps between leadership research and actual practice. Mr. Henault invites HCMD members to submit questions to Kathryn Dansky, Ph.D., Program Chair Elect, at kxd9@psu.edu.

Monday, August 9, 2004 • 4:10 – 5:20 p.m.

Sheraton New Orleans Hotel • Salon 825

	<p align="center">4th Annual HSR Caucus Meeting: NIH and AHRQ Grants Workshop</p> <p align="center"><i>Short Title: HSR, NIH & AHRQ Workshop Program Session #: 389</i></p> <p align="center">Monday August 9th 7:00 AM to 10:20 AM</p> <p align="center"><i>New Orleans Marriott</i></p> <p align="center">Preservation Hall 2nd Floor (Studio 5)</p>
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Thomas F. Hilton; National Institutes of Health/National Institute on Drug Abuse;

Michael Harrison; Agency for Health Research & Quality;

David A Chambers; National Institutes of Health/National Institute of Mental Health

Organizational factors are being routinely included in HHS-funded health services research projects, however, much of the organizational data collected are being under-utilized due to limited familiarity among clinical investigators with organizational and management science mainstream theories and methods. Representatives from AHRQ, NIMH, and NIDA will overview the grant application process to a) introduce HHS agencies who sponsor research grants examining health service provider organizations, b) overview the types of health service problems that could benefit from a mainstream approach, c) introduce ways to combine public health needs and organizational research problems, d) overview the various grant mechanisms available, and e) describe ways to participate in mental health, substance abuse, and general medical HSR (including application development).

**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. Please feel free to submit news items of potential interest to HCMD members, job openings, or other public announcements.

**Have you registered yet
for the annual meeting?**

<http://www.aomonline.org/>