

FOOTNOTES* EXPRESS

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<http://divisions.aonline.org/hcmd/>

A MESSAGE FROM THE DIVISION CHAIR



Wow...summer is coming to an end and we are about to descend on San Antonio. Thanks to **Jami DelliFraine** (Program Chair) and **Eric Ford** (PDW Chair) for putting together a superb program. Thanks to all who submitted and reviewed papers and all who will serve as session chairs.

Highlights for the meeting include the:

PDW Reception - Saturday, Aug 13 2011 6:00PM - 7:30PM Offsite in Las Ramblas at the Hotel Contessa (See Eric Ford's column for more details)

Distinguished Speaker - Monday, Aug 15 2011 4:45PM - 6:15PM at Marriott Rivercenter in Salon K (See Trish Reay's column for more details).

HCMD Business Meeting - Monday, Aug 15 2011 6:30PM - 7:30PM at Marriott Rivercenter in Salon K

HCMD Reception - Monday, Aug 15 2011 7:30PM - 9:30PM at Marriott Rivercenter in Salon L

Special Thanks to the **Association for University Programs in Health Administration (AUPHA)**, **Texas A&M University School of Rural Public Health**, **The George Fleming Center for Healthcare Management**, **The University of Texas School of Public Health**, **Trinity University**, **Army-Baylor Alumni Association**, **Institute for Health Technology Transformation**, and **University of North Carolina Greensboro** for their support of our division's program. **Trish Reay** has done a superb job in the face of difficult fiscal conditions.

As with past years, we have our share of leadership transitions in the executive committee. **Rob Weech-Maldonado** will be rotating off the executive board after 4 years of exemplary service. Many thanks to Rob for taking on

the program chair role in difficult circumstances. In our normal rotation of offices, **Trish Reay** becomes Division Chair, **Jami DelliFraine** becomes Division Chair-Elect, **Eric Ford** becomes Program Chair, and I become Past Chair.

Further, I am pleased to announce several additions to the executive committee. In May, our division elected **Rebecca Wells** as incoming PDW Chair, **Nancy Borkowski** as Practitioner-at-Large and **Jens Rikardt Andersen** as Academic-at-Large. In addition, I appointed **Vicky Parker** as Secretary and **Tom Sanders** as Practice Committee Chair. **Nominations for Student Representative are open.**

We also have several departures from the executive committee. **Ann Chou** (Secretary), **Jeff Helton** (Student Rep), **Louise Fitzgerald** (Academic-at-Large) and **Andy Garman** (Practitioner-at-Large) leave with our thanks and best wishes.

Continuing executive committee members are **Ann McAlearney** (Academic-at-Large), **Shital Shah** (Practitioner-at-Large), **Deirdre McCaughey** (Newsletter Editor), **Chris Johnson** (Treasurer), **Cathleen Erwin** (Webmaster), **Darrel Burke** (AOM Connect Coordinator), **Amy Landry** (Teaching Committee), **Cheryl Rathert** (Research Committee), **Tim Huerta** (Membership Committee), and **Dawn Oetjen** (Communications Committee).

Finally, **please consider a contribution to our Student Development Endowment Fund.** More information on how to contribute will be distributed at the annual meetings. Thanks to all who have already contributed!

Look forward to seeing everyone in San Antonio.

Eric S. Williams

2010-2011 HCMD Chair

A MESSAGE FROM THE DIVISION CHAIR-ELECT HCM Distinguished Speaker for 2011 - Mr. Gregg Stevens

Our HCM Distinguished Speaker this year will be **Mr. Gregg Stevens**, Senior Executive Service Chief, Army Medical Department Civilian Corps. Gregg is also the Deputy to the Commanding General, Army Medical Department (AMEDD) Center and School, Fort Sam Houston, Texas. In addition to his years of service as an AMEDD civilian, Mr. Stevens served nearly 30 years on active duty, receiving his commission as a Regular Medical Service Corps Army officer through the Reserve Officer Training Corps (ROTC) upon graduation from Providence College in 1968. He holds a Masters Degree in Health Care Administration from the U.S. Army Baylor Program. His military schooling includes the Army Medical Department Officer Basic and Advanced Courses, the Medical Logistics Officer Course, the U.S. Army Command and General Staff College, and the U.S. Army War College.

As the Deputy to the Commanding General, AMEDD Center and School, he is principally responsible for envisioning and designing the personnel, organizations, doctrine, and equipment of the Army Medical Department on the battlefield. As the Chief of the Civilian Corps he advises the Army Surgeon General on the professional development and ca-

reer management of all 48,000 civilian employees of the Army Medical Department. Gregg has very graciously agreed to take over this speaking engagement for Major General Rubenstein, who was recently required to cancel this event. In his absence, **we are very fortunate to be able to welcome Gregg Stevens.**

Please join us for this informative and thought-provoking session when Gregg will talk with us about his experiences and thoughts regarding the future for healthcare leadership. Here are the session details:

HCM Distinguished Speaker: Mr. Gregg Stevens
Leadership Thoughts: A Practical Approach

Program Session #: 1138 | Submission: 17261 | Sponsor(s): (HCM)
Monday, Aug 15, 2011 4:45PM - 6:15PM at Marriott Rivercenter in Salon K

Trish Reay

HCMD Chair-Elect

A MESSAGE FROM THE PROGRAM CHAIR
2011 AOM Healthcare Management Program
San Antonio, Texas at the Marriott Rivercenter

We have a great program lined up this year! Our scholarly program on Monday and Tuesday will include traditional paper sessions, divisional roundtable paper 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.

I want to thank everyone who submitted a paper or symposium proposal this year. We had 131 papers and 8 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 presentation is 54 papers, and 3 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 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 (www.aomonline.org), 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!

Best Paper Submitted to the HCM Division

Award winner:

Management Systems, Resource Availability, and Substance Abuse Treatment Quality

by Dail Fields, Terry C. Blum, and Paul M. Roman



Best Paper Submitted to the HCM Division**Nominees:**

Emergency Department Crowding: Vicious Cycles in the ED
by J. Bradley Morrison and Robert Wears

All Teach, All Learn, All Improve? Interorganizational Learning and Performance in Collaboratives
by Ingrid M. Nembhard

Fostering Change within Organizational Participants of Multi-sectoral Health Care Alliances by Larry R. Herald, Jeffrey Alexander, and Jessica Mittler

HCMD Best Paper Based on a Dissertation (Newman Award Nominee)**Award winner:**

Organizational Review of Adverse Events at an Academic Medical Center
by Lucy MacPhail

Nominees:

Organizational Structure and Change Processes in Long-Term Care: A Configuration Approach
by Jungyoon Kim

Resonant and Dissonant Physician-Patient Relationships: Understanding Sustained, Desired Change
by Loren R. Dyck

HCMD Best Theory to Practice Paper**Award winner:**

Speaking Up Constructively: Managerial Practices that Elicit Solutions from Front-Line Employees
by Julia Adler-Milstein, Sara J. Singer, Michael Toffel

Nominees:

The Work Environment and Workarounds in Health Care: The Mediating Role of Staff Burnout
by Cheryl Rathert, Eric S. Williams, Ericka R. Lawrence, Jonathon R. B. Halbesleben

Ouch, That Hurts! Nursing Assistant Injury and the Negative Effects on Workers and Organizations
by Deirdre McCaughey, Gwen E McGhan, Erin Walsh, Rhonda BeLue

Process Improvement Program in Hospitals: An Empirical Examination of Management-By Wandering Around
by Sara J. Singer and Anita L. Tucker



HCMD Best International Paper (Dexter Award Nominee)**Award winner:**

Looking Good or Doing Better? Patterns of Decoupling in the Implementation of Clinical Directorates
by Daniele Mascia, Federica Morandi, and Americo Cicchetti

Nominees:

A Paradox in Health Care Service Development: The Professionalization of Service Users
Author: Nellie El Enany, Graeme Currie and Andy Lockett

The Role of Power and Influence in Creating a Professional Practice Environment
by Sara Lankshear, Mickey Kerr and Carol A. Wong

Special Sessions to Attend:

We particularly encourage you to attend this year's **HCMD Distinguished Speaker, Gregg Stevens**, who is a Senior Executive Service Army civilian (SES = a civilian general officer equivalent) who serves in two capacities. He is the Deputy to the Commanding General of the Army Medical Department Center and School and he is the Chief of the Army Medical Department Civilian Corps. As Deputy, he is principally responsible for envisioning and designing the personnel, organizations, doctrine, and equipment of the Army Medical Department on the battlefield. As the Chief of the Civilian Corps, he advises the Army Surgeon General on the professional development and career management of all 48,000 civilian employees of the Army Medical Department. He will be talking about his role as a leader in military healthcare, and the future of healthcare management and leadership in military medicine. Immediately following Mr. Steven's talk, we will hold our HCM business meeting, during which we will recognize this year's award recipients. After that we hope you will join us for our HCM division reception. All location information is listed below.

HCMD Distinguished Speaker:

Monday, August 15th, 4:45-6:15pm
Marriott Rivercenter, Salon K

HCMD Business Meeting:

Monday, August 15th, 6:30-7:30pm
Marriott Rivercenter, Salon K

HCMD Reception:

Monday, August 15th, 7:30-9:30pm
Marriott Rivercenter, Salon L

Hope to see ya'll there!

-Jami DelliFraine

HCMD Program Chair for AOM 2011



HELLO, HOWDY!! NEW TO THE ANNUAL CONFERENCE? NEW TO THE HEALTH CARE MANGEMENT 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 or Saturday 5:30 p.m. - 7:00 p.m.
Rm. 214, Henry B. Gonzalez Convention Center
- **President's Welcome Reception**, Saturday 7:00 p.m.
Rm. 214, Henry B. Gonzalez Convention Center
- **All-Academy Welcome Breakfast**, Sunday 8:00 a.m.
Grand Hyatt, Texas Ballroom
- **All-Academy Closing Reception**, Tuesday 5:00 p.m.
Marriott River Center, Grand Ballroom
- **HCM Special Events**
Please see the Program Chair's Message for events and locations (p5)
- **Watch for HCMD Executives with black ribbons attached to their name tags ("Health Care Mngt"). Please say hello and remember, we would like to meet you and we're here to help you!**

ADDITIONAL QUESTIONS?

Please visit: the Academy of Management's

Hospitality Suite for New & International Members

Henry B. Gonzalez Convention Center – Rm. 211

Open Friday through Tuesday

8:00 am to 5:00 pm

ARE YOU A JOB SEEKER?

Please visit: the Academy of Management's

Onsite Placement Services

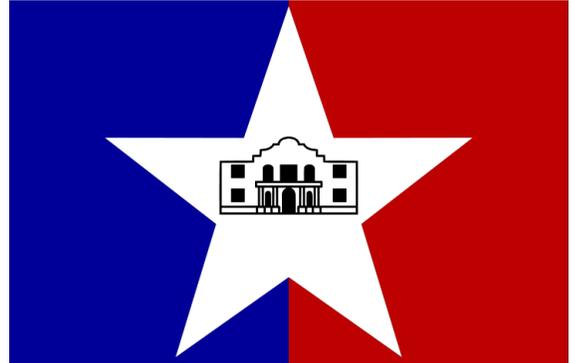
Marriott River Center—Registration 1, 3rd Floor

Open Saturday through Monday

8:00 am – 4:30 pm

COOL THINGS YOU DIDN'T KNOW ABOUT SAN ANTONIO!!

- San Antonio has many nicknames: River City, San Antone, Alamo City, and Countdown City
- San Antonio is the 7th largest city in the USA and second largest in Texas (take that Dallas!).
- The city was named for Saint Antonio de Padua, when a Spanish expedition stopped in the area in 1691.
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- The famed Riverwalk has a terrific self-guided tour, look for scanable tag readers for your smart phone along the 12 points of the tour.
- San Antonio's five 18th century mission comprise the 20-mile Mission Trail. Hike, bike, or drive to see these historic buildings—don't miss the famed rose window at Mission San José .
- Teddy Roosevelt, the Rough Riders and the bar at the historic Menger—go, order a drink and ask the bartender about the story.
- The Buckhorn Saloon and Museum... it is what it is!
- The San Antonio Museum of Art has the largest and most comprehensive collection of ancient Egyptian, Greek, and Roman as well as Asian art in the southern United States.
- It has sister cities in Mexico, Spain, India, Japan, Taiwan, and South Korea.
- Over 20 million tourist visit this city every year, contributing over \$10 billion to the local economy.
- San Antonio is the home of *The Alamo* or, as it was originally known “Mission San Antonio de Valero”. Site of the famous Battle of the Alamo Feb. 23—March 6th, 1836.
- At the end of the Mexican-American War in 1848, there were only 800 inhabitants of San Antonio!
- The Aztec Theater, built in 1926 for a mere \$ 1.75 million, is one of the last exotic movie palaces in Texas. With an interior design inspired by Aztec, Mixtec, Zapotec, Toltec, and Mayan cultures and a 2-ton chandelier in the lobby—you'll know why the Aztec is listed as a must-see in the travel book 1,000 Places to See Before You Die.
- Famous people from Sam Antonio... Carol Burnett, Steve Earle, Rick Riordan (author of the Percy Jackson series), Joan Crawford, Percy Sutton, Robert Cade (inventor of Gatorade), Christopher cross, and Suzy Parker (America's first supermodel, a Coco Channel fav!)



OUR DIVISION WOULD LIKE TO THAN OUR GRACIOUS SUPPORTERS

Thank you to our supporters for AOM 2011. The following associations and schools make it possible for us to help PHD students attend AOM, enhance division networking opportunities, and recognize excellent scholarship at this year's conference. We sincerely thank the following:

Association of University Programs in Administration (AUPHA)
Texas A&M Health Science Center
Bryan School of Business and Economics, University of North Carolina Greensboro
George McMillan Center for Healthcare Management at the University of Texas Health Science Center,
School of Public Health
Trinity University
Army-Baylor Alumni Association
Anonymous Donor

For best paper awards on the 2011 scholarly program:

American College of Healthcare Executives (ACHE) – Best Paper Award
Healthcare Management Review – Best Paper, Theory to Practice
Emerald Group Publishers -- Best Paper, International
Healthcare Management Division of AOM – Best Paper Based on a Dissertation

For the Health Care Management Division Teaching Award:

Institute for Health Technology Transformation