

FOOTNOTES*

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From the Chair of the Health Care Management Division *Airborne Reflections*

I like to fly because it gives me time to think. While returning from a business meeting in Boston, I decided to reflect on the future of the Health Care Management Division. So for the next hour or two, it's just you, me and my laptop!

As I contemplate my role as Division Chair this coming year, I want to share a few thoughts with you. First, the strength of our division is directly proportional to the efforts of our division members. To borrow a term from the current teen generation, we are "awesome"! I have been a member since my grad student days at Ohio State and know, without any doubts, that my career would not be the same without the support, collegiality and friendship of HCMD members. I feel privileged to be part of the leadership of this fine Division and I thank you all of you for your continued dedication. It is our growth in spirit as well as numbers that makes us awesome.

Second, I want to publicly acknowledge and thank **Ruth Anderson**, Program Chair and **Jane Banaszak-Holl**, PDW Chair, for outstanding sessions in the 2004 Annual Meeting. Our program gets better and better each year. I saw many new faces this year and our division has become truly international. Since many of our members have multiple division memberships, we are seeing more collaborative efforts, in the form of Joint Symposia and PDW sessions. This trend can only help us gain exposure throughout the Academy. So start thinking now about sessions that involve other Divisions, and let Tim Hoff (2005 PDW Chair), thoff@albany.edu, or Jane Banaszak Holl (2005 Program Chair), janebh@umich.edu, know right away if you need help getting connected.

Thanks, also, to the many people who work "behind the scenes." First on my list is **Rebecca Wells**, who is the editor of *Footnotes*. Despite her many responsibilities, Rebecca manages to assemble, produce and disseminate this newsletter, which serves a critical communication tool for so many of us, three times a year. Thanks also to the other members of our Executive Committee who have worked hard during the year. These include: **Nancy Seifert** and **Michael Burcham** (Practitioner-at-Large positions), **Michele Issel** and **Rob Weech-Maldonado** (Academic-at-Large positions), **JD Bramble** (Treasurer), **Alison Cuellar** (Secretary), **Nir Menachemi** (Webmaster), **Pam Paustian** (Listserv Manager) and **Kanak Gautam** (Historian).

PENNSTATE



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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.

There are numerous small and large tasks that need to be done all throughout the year, and these are the folks who roll up their sleeves and do the work! We also have several working committees that develop innovative ways to move our Division forward. These committees are headed by: **Mindi McKenna** (Teaching), **Christy Harris Lemak** (Practice), **Donna Slovensky** (Online), **Donna Malvey** (Membership) and **Ruth Anderson** (Development). Thanks to all of you and keep up the good work!

My job would not be possible without the mentorship of **Len Friedman** (Past Chair) and **Kathleen Montgomery**, who preceded Len. They are such great role models! They have shared their expertise and wisdom with me, and I promise I will do my best to continue this leadership tradition.

Last, I want to propose that we all think about what we want our division to be over the next 5 years. I've heard many themes emerge during the past year – ideas related to our teaching and research, new journals and other media to disseminate our findings, networking with practitioners and other professional organizations such as AUPHA and ACHE. In fact, several of our committees are addressing these issues. Our structure reminds me of Gareth Morgan's Model 6 in *Images of Organization* (the loosely coupled model). My point is that the future of our division depends on bringing these and other ideas to fruition – so let's keep this dialogue going throughout the year, and into next year's program. Many metaphors come to mind when I think of our Division, but I like the image of the chrysalis – a functioning, but not fully mature, organism that breaks out of its membrane to emerge as a new form. We have been “cocooning” in the Academy for many years. It's time to break out and fly!

Aloha! See you in Honolulu!

Kathryn Dansky

2005 Division Chair



Want to recognize a colleague's excellence? Consider a nomination for one of the following AOM awards: Distinguished Educator, Scholar Practitioner, Distinguished Service, or Scholarly Contributions.

Detailed information available on the Academy of Management website: <<http://www.aomonline.org/>>. Click on "People and Communities", then select the "Recognition and Involvement" tab on the left menu and click on "Awards". Nominations for the awards due by February 3, 2005.

2004 Paper and Reviewer Awards AOM Health Care Management Division

Best Paper Submitted to Annual Meeting of the HCM Division

“WHY OTHERS DO, BUT YOU DON'T? A MULTI-LEVEL MODEL OF RESPONSIVENESS TO ADVERSE EVENTS”

You-Ta Chuang, York U; Liane Soberman-Ginsburg, York U; Whitney Berta, U Toronto

2004 HCMD Program Chair's Report

The Health Care Management Division (HCMD) is growing every year, which means every year we receive more paper submission and thus have an every growing program at the annual national meeting. In New Orleans, our program included 6 visual presentations. This was the first time we included visual papers in our program. My informal evaluation of participants' experiences was very positive. This presentation format allowed for in-depth conversations and exchange of research ideas that does not occur in the other format. I hope we continue with this level of interaction at future meetings. Our program also included 22 regular paper presentations, 11 interactive papers, 5 papers in special interest tracks, one showcase (Business Policy and Strategy Division), one joint symposium (with Managerial & Organizational Cognition Division), and 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). We were packed to the gills for the Distinguished Speaker, Richard A. Henault, FACHE, executive vice president, Methodist Health System Foundation, Inc., New Orleans and his presentation "Leadership in a Postmodern World: Research and Reality." As you can see, our Division was well represented across the Academy!!

Each year, the current program chair says, and I will give a heart-felt repeat—the high quality of our program would be impossible without the contributions of so many of you. I am in debt to the efforts and fine performance of the presenters, session facilitators, discussants and reviewers who did the work of the program. I thank you all of you for your hard work and continued support! I ask each of you to please consider participating again next year for the meeting in Hawaii and encourage folks who are new to the Academy to participate as well. If you haven't yet, please email **Jane Banaszak-Holl** (janebh@umich.edu) to volunteer to help with the 2005 program.

Below, on the previous page, and on the next, please note the accomplishments of our HCMD members who received awards at the 2004 meeting.

See you in Hawaii!

Ruth Anderson
2004 HCMD Program Chair

2004 Paper and Reviewer Awards AOM Health Care Management Division

Outstanding Paper Based on a Dissertation and the William A. Newman Award Nominee

"AN EXAMINATION OF SPECIALIZATION AND OUTCOMES OF CARE IN CHILDREN'S HOSPITALS" Jami DelliFraine, Virginia Commonwealth U

Best Health Care Management Theory to Practice Paper

"TRACING THE EVOLUTION OF PLURALISM IN COMMUNITY-BASED COALITIONS"
Rebecca Wells, Penn State U; Eric Ford, Penn State U; Michelle Holt, Centre Medical & Surgical Associates, P.C; Jennifer McClure, Health Data Management Solutions, Inc.; Ann Ward, Penn State U

2004 Paper and Reviewer Awards AOM Health Care Management Division

HCM Division Carolyn Dexter Nominee (International paper award)

“ESPOUSED ORGANIZATIONAL VALUES AND SARS: WHEN ACTIONS SPEAK LOUDER THAN WORDS”

Stewart Arnold, U of Queensland; Maree Boyle, Griffith U; Victor Callan, U of Queensland

2004 HCM Best paper Proceedings (Alphabetical Order—First Author)

“THE EFFECTS OF GOVERNING BOARD CONFIGURATION ON IDENTITY CHANGE IN HOSPITALS”

Jeffrey Alexander, U Michigan; Shouu-Yih (Daniel) Lee, U North Carolina, Chapel Hill;
Bryan Weiner, U North Carolina, Chapel Hill

“WHY OTHERS DO, BUT YOU DON'T? A MULTI-LEVEL MODEL OF RESPONSIVENESS TO ADVERSE EVENTS”

You-Ta Chuang, York U; Liane Soberman-Ginsburg, York U; Whitney Berta, U Toronto

“EMPOWERMENT, INTERACTIONAL JUSTICE, TRUST AND RESPECT: A NURSING RECRUITMENT AND RETENTION STRATEGY”

Heather Spence Laschinger, U of Western Ontario; Joan Finegan, U of Western Ontario

“AN AGENCY THEORY PERSPECTIVE ON PHYSICIAN INTERACTIONS WITH THE PHARMACEUTICAL INDUSTRY”

Phillip Yoon, U of Alberta

Outstanding Reviewer Award

Judith Alexander	U. of South Carolina
Edward Balotsky	Saint Joseph's U.
Manuela Brusoni	Bocconi U.
Eric Ford	Tulane U.
Bruce Fried	U. of North Carolina at Chapel Hill
Mattia Gilmartin	INSEAD, Healthcare Management Initiative
Richard Grover	U. of Southern Maine
Diana Hilberman	U. of California at Los Angeles
Trish Reay	U. of Alberta
Peter Rivard	Boston College
Rebecca Wells	Pennsylvania State U.

Volunteers needed for 2005 Program

The theme for the 2005 Academy of Management Program in Hawaii is “A New Vision of Management in the 21st Century.” For the Health Care Management Division, this call is particularly appropriate as we deal with the needs of a changing population and still grapple with the problems of access, equity, cost and quality that health care faced at the turn of the century. My first request to you as members is to submit your work to the division! The number of presentations allowed the division depends on how many submissions we receive!

Second, given an anticipated widespread response of HCM members submitting papers, we need volunteers to review papers and to act as chairs, discussants, and facilitators (of the interactive papers). Please email me at janebh@umich.edu if you are willing to take on any of these responsibilities! In your email, please provide contact information and tell me what theoretical paradigms, methodologies and contexts you feel comfortable reviewing.

I look forward to hearing from you and seeing you in Honolulu!

Jane Banaszak-Holl
2005 Program Chair

What types of papers did the HCM Division accept for AOM 2004?

In our division, there were a total of 44 papers accepted for the New Orleans conference. Based on the abstracts that authors submitted, we have attempted to categorize these papers. (Not all abstracts contained the information we were looking for, so totals are not always correct.) Here are some interesting points:

- 30 papers were based on empirical research, and 14 were conceptual papers
- 23 papers used quantitative measures, and 8 used qualitative methods.
- 27 papers applied management theories to understand a health care question.
- 12 papers developed new management theory based on research in a health care setting.

Looking more closely at the prize-winning papers (Newmann Award nominee, Dexter Prize nominee, and papers selected for the Proceedings), we found the following:

- 4 of the 6 papers were based on empirical research, and 2 were conceptual papers.
- 2 of the 6 papers applied management theory to health care questions, while 4 of the 6 developed new theory based on their study.

The HCM Research Committee wants to point out that 12 out of 44 accepted papers, and 4 out of 6 award winning papers are attempting to build theory. We hope that this will provide food for thought as you prepare your papers for AOM 2005. Thanks to everyone who included information in their abstracts that made this categorization possible.

Irish Reay, HCMD Research Committee

What Does it Take to Be an Award-Winning Teacher? HCMD Members Share from their Success

In August the Teaching Committee distributed and collected information from HCMD members who were at the business meeting. One of the questions on the survey asked whether the member had received a teaching award. Delightfully, three responded that they had won awards, and undoubtedly there are more.

To launch the Teaching and Education section of the HCMD Newsletter, we invited those members we could contact to share their thoughts about teaching and educating. For this edition of Footnotes we "interviewed" just a few of our members who have won awards.

Kathleen Montgomery (KM) received Professor of the Year in 1995 from The University of California, Riverside, University Honors Program.

Grant Savage (GS) received the Amoco Teaching Award in 1998 from the University and was based on student evaluations, teaching portfolio, and supporting nominations from faculty.

Velma Roberts (VR) received three separate awards: the AUPHA 2002: Diversity Leadership Recognition Award; the Who's Who Among America's Teachers 2004 based on a nomination by a former National Dean's List student who could nominate one teacher from her entire academic experience that made a difference in her life; and the Distinguished Professor Award for School of Allied Health Sciences, Fall 2004 for teaching effectiveness as voted on by students, and was given by the Beta Alpha Chapter of Alpha Kappa Alpha.

Receiving awards comes from hard, but rewarding, work. Here, in their words, is what they did that led to receiving the award.

KM: I designed and taught a unique course for the University Honors Program entitled "Problems and Promises of Workforce Diversity," for the top honors students on campus.

GS: I re-structured a 15-section required undergraduate course, introducing standardized testing, assignments, lectures, and readings.

VR: For the AUPHA award, we developed a teaching technique for teaching students to value diversity.

In the spirit of passing along good ideas, these members shared things that they have recently begun doing in their teaching-educating.

KM: I believe that, no matter what the course topic, students need to be taught the importance of, and how to conduct, environmental scanning to stay abreast of issues in our world that affect them and their organizations. One way I do this is to make environmental scanning (and daily newspaper reading!) and environmental scanning reports a required activity during the term.

GS: I have been using WebCT as a teaching tool for all my courses, making lectures, assignments, evaluations, and readings available electronically.

VR: I have recently begun to incorporate feedback from students as I teach the course when feasible.

Each has a different approach to teaching-educating:

KM: At the heart of every classroom interaction is the role of trust and treating others with respect for their dignity -- beginning with learning every student's name no matter how large the class. It makes everything else flow smoothly, yet, sadly, students tell me this is an uncommon practice in their other classes.

GS: I believe in the importance of evidence-based teaching, using it as a vehicle for integrating research and teaching. I also believe in making learning fun (sorry for the puns and bad jokes) and passionate, whether I'm teaching undergraduate, MBA, or Ph.D. students.

VR: My approach to teaching-educating is to have high expectations for student performance in the course. In addition, I use information gained from professional workshops, journals, and other sources to make the course content relevant and to formulate exercises so that students can apply the concepts.

If you have won a teaching award, please contact Michele Issel (issel@uic.edu) so we can keep the information flowing.

Update from the HCMD Practice Committee 2004

Our committee currently has five priority areas:

1. Find Out More About What Practitioners Want/Need/Could Gain from HCMD
2. Increase Communication Between HCMD Academics (Individuals) and Practitioners
3. Increase Communication Between HCMD (the Organization) and Practitioners
4. Develop Practitioner-Related Activities at the HCMD Annual Meeting
5. Encourage HCMD Members to Write/Publish/Research With Practitioners

Here are some of our current activities:

- We continue to organize sessions at the PDW and Regular Program that highlight practitioner-researcher partnerships and include practitioner representatives.
- Committee member Vicky Parker serves on the AOM-wide Practice Committee.
- We hope to work with the Membership Committee to identify existing practitioner members of the Division to invite their active participation at the Annual Meeting and solicit their views on how the Division might better serve practitioner members.
- We are encouraging all HCMD division members to local health care practitioners to attend the meetings.

We look forward to continuing our work to achieve our mission, which includes the development of long-term relationships with practitioners and the practice community to foster the exchange of ideas and knowledge between the worlds of healthcare practice and research.

Christy Harris Lemak and Vicky Parker
Co-Chairs, Practice Committee

Interview of Tom D'Aunno, Winner of 2004 Myron Fottler Service Award

by Steve Walston

August 23, 2004

"In my field experience I felt that there had to be a better way to organize mental health services."

Background:

Thomas D'Aunno (Ph.D., 1984, Organizational Psychology, University of Michigan) is the Novartis Chaired Professor of Healthcare Management and Professor of Organizational Behavior at INSEAD. He is also the Director of INSEAD's Healthcare Management Initiative. Dr. D'Aunno joined INSEAD in the summer of 2002 after serving for eight years as a Professor in the University of Chicago's School of Social Service Administration and the Department of Health Studies, Pritzker School of Medicine. Prior to his post at the University of Chicago, Dr. D'Aunno spent 10 years as a faculty member at the University of Michigan and the Institute for Social Research.

His research and teaching focus on organizational behavior and the performance of health care organizations. Dr. D'Aunno has conducted national studies in the United States that were funded by the National Institute on Drug Abuse (NIDA), the Agency for Health Care Quality and Research, and the Pew Memorial Trust. He has published articles in leading management and health journals, including *Administrative Science Quarterly*, the *Academy of Management Journal*, *Academy of Management Review*, the *Journal of the American Medical Association*, and the *Journal of Health and Social Behavior*.

Dr. D'Aunno has been a member of the editorial boards of several journals, including *Administrative Science Quarterly*, the *Journal of Health and Social Behavior*, and the *Academy of Management Review*. In addition, Dr. D'Aunno has consulted and taught executive education courses for a variety of organizations on several topics including interpersonal relations and group dynamics; organizational systems and change; and strategic alliances. He is a past chairman of the Academy of Management Division of Health Care Management.

Questions and Answers:

How did you become a health care researcher?

Initially, I wanted to be a clinical psychologist and help people through clinical practice. However, while I worked on my masters degree at the University of Maryland I realized that I was better suited to and interested in the organizational dynamics and structures of the healthcare system. In my field experience I felt that there had to be a better way to organize mental health services. I then enrolled in the University of Michigan's doctoral program in which they had a department of Community Psychology and Organizational Psychology.

D'Aunno interview, cont'd...

Tell us about your research

There are two big projects that I am currently working on. The first is a continuing study that I began as a doctoral student in 1981. I was asked by Rick Price to help develop a grant proposal to study mental health and substance abuse treatment programs. The first survey was conducted in 1984 and repeated every few years, with another round of surveys coming out soon. This survey, among other things, evaluates how organizations are using best practices to provide drug abuse treatment services and how community and organizational factors affect their use of best-practices. Second, I am involved in a quasi-experimental study of over 100 healthcare organizations in England to evaluate interventions to improve their performance. The involved managers participated in a two-week executive education program at INSEAD and then, as part of the program, launched change programs in their organizations. We are collecting both survey and case study information. As an expansion of this, this year we are going to launch a comparative case study in several countries in Europe, examining change, leadership, and outcomes. **Jeff Alexander** will be a visiting professor this year and will be working with us to design and conduct this study.

Who has been the greatest influence on your career?

Probably Rick Price, who was my mentor. He has all of the qualities of a great social scientist. He is a wonderful, warm person. He knew methods and theories, was curious, and overall became my friend.

What articles or books do you feel most proud about?

I feel that two of my *Journal of the American Medical Association (JAMA)* articles and one *Administrative Science Quarterly (ASQ)* article have contributed most. The two *JAMA* articles reported best practices in the administration of methadone, first in 1992 (found only 1/3rd using best practices) and then a follow-up in 2002 (2/3rd using best practices). We are now preparing a study for 2004. The *ASQ* article in 2000 advanced theory by demonstrating how market forces and institutional theory affect rural hospital conversions.

What suggestions would you have for new researchers?

Don't be afraid to hook up with a good mentor. Realize that research is greatly socially constructed and it takes teamwork and networks of people to do good research. Network and learn from these people.

What methods do you find stimulating?

As I have gotten older I find that multiple methods are best. Combining cases and survey data or qualitative and quantitative data works best. One of the best advances recently has been the ability to work with multiple levels (hierarchical linear modeling). I feel we need to continue to be learners ourselves and learn to ask good questions.

D'Aunno interview, cont'd...

What subjects do you now teach?

I teach a regular OB course for the MBAs at INSEAD. This deals with leading people and groups. I also teach executive education about leading organizational change, organizational design, and leadership in teams.

What differences do you find with executives in Europe versus those in the United States?

Executives in Europe are more likely to want professors to have the answers and desire more structure. They look at professors as more of an authority figure, while in the US professors are more facilitators. Also, especially those for whom English is a second language, some are reluctant to speak up and I feel a burden to involve them more.

Any recommendations for career planning?

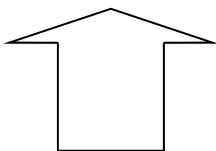
Get your job talk right. Also, see yourself as a learner, build a network, and pick things that are interesting to you to work on. Do not worry so much what's hot and what's not, but look to what will contribute and will make you happy.

Your plans are now to remain at INSEAD. What caused you to make this decision?

I feel that there is an advantage for me at this time to work on healthcare management in a business school. I learned a lot when I taught in public health and social work, but teaching here has given me a "kick in the pants" and allowed me to learn new things, see new countries and cultures. I also really like the quality of life here and the opportunity to travel across Europe.

Don't forget to vote yes/no for changes in the HCMD bylaws.
The link is: <http://divisions.aomonline.org/hcmd/votebylaws.htm>

HCMD Membership on the Rise!



2001:	537
2002	566
2003	602
2004	667

More members means more resources to support our great meeting programs. Thanks to all HCMD members who have exhorted both academic and practitioner colleagues as well as students to join our division!

CALL FOR PAPERS

SCOPE

Hospital Topics is a journal designed to effectively equip healthcare managers and other health professionals with practical information they can apply to improve all aspects of management, delivery, and overall quality of the healthcare system. Special emphasis will be given to papers with research that can be or has been hospital- or manager-tested. Some of the topics covered in the journal include, but are not limited to, the following: enhancing administrators' understanding of their roles and responsibilities within an ever-changing healthcare system, managing information, and identifying trends or resolving issues affecting the cost and quality of healthcare delivery.

REVIEW PROCESS

Hospital Topics has a distinguished editorial board that includes an award-winning editor recognized by the American Society of Healthcare Publication Editors. All manuscripts are selected through a double-blind review process and must be submitted exclusively to this journal. Submitted manuscripts are reviewed by a consulting editor and then by one of the executive editors. This process takes approximately three months.

INSTRUCTIONS TO CONTRIBUTORS

1. Manuscripts should be between 2,500 and 4,000 words, double-spaced in all parts (including references, tables, figures, and notes), and with one-inch margins. On a separate page, state the authors' names, degrees, affiliations, telephone and, if possible, telefax numbers (including area codes), and emailing and mailing addresses.
2. An abstract of 75–100 words should be provided on the first page along with 4–5 key words. If the article is published, the abstract will be put online and the key words will allow interested parties to pull up your article by subject matter.
3. The Author–Date Style described in chapter 16 of *The Chicago Manual of Style* (15th edition) should be the format for all citations in the text: (Smith 2003). Complete citations of each reference should be listed, alphabetically by author, at the end of the manuscript. Example of style for a journal reference: Bauer, A. D., and P. Jacobs. 1995. Pricing objectives in nonprofit hospitals. *Health Services Research* 20(2): 153–62. Example of style for a book reference: Maier, N. R. 1999. *The appraisal interview: Objectives, methods, and skills*. Pittsburgh, PA: Wiley Press.
4. Contributors should mail two hard copies of the manuscript along with charts, figures, tables, and/or graphs to Managing Editor, *Hospital Topics*, Heldref Publications, 1319 Eighteenth Street, NW, Washington, D.C. 20036-1802.; (202) 296-6267 ext. 1230. The first-named author is notified of the disposition. If accepted, instructions will be given to submit your manuscript electronically and any accompanying illustrations as separate attachments.
5. Authors receive two complimentary copies of the issue in which their articles appear. Additional copies of the journal or reprints (minimum order 50) are available to authors at a reduced price.
6. All articles will be rejected that are not research based and do not include a list of references.