



Health Care Management Division  
Academy of Management  
Five-Year Review Report

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## Executive Summary: State of the HCM Division

The Health Care Management (HCM) division is dedicated to enhancing population health and wellbeing at the local, national, and global levels through research, teaching, and practice. As of July 2021, total HCM membership was 781 (473 US, 308 non-US). The HCM division experienced a 14.46% decrease in membership within the five-year period between 2017 and 2021. The largest loss was incurred in 2020. During the 5-year period, US membership dropped by 20.24%, while international membership dropped by only 3.75%. Membership totals decreased in all four member types. As of July 2021, HCM had 536 academic, 20 emeritus, 64 executive, and 161 student members. The division added 336 new members between 2017 and 2021. HCM continues to operate in a positive financial state. Since 2019, the division's average allocation has been \$9,500, as well as an average base portion of \$6,900. Expenses have been limited due to virtual Annual Meetings. At the end of 2021, HCM had approximately \$61,000 in operating funds. [Appendix A](#) provides measures relevant to the state of the division. Following is an assessment of progress on division goals from the 2017 review. [Appendix B](#) provides additional data.

### **Engage membership in review and revision of the HCM domain statement to clarify HCM mission.**

Following the 2017 5-year division review process, the HCM domain statement was revised with member input and ratified through a vote in March 2018. The revised statement reflected the broader scope of division research, emphasizing the interplay between management theory and health.

**Foster the inclusion of international members & perspectives.** Since 2017, HCM added a Global Representative-at-Large as an elected position on the Executive Committee. The two members who have filled that role have been actively engaged in decision-making. The 2021 HCM member survey indicates general satisfaction with outreach efforts to international members (68%)<sup>1</sup> and efforts to welcome members from various demographic groups (77%); however, these satisfaction levels show a decrease from the 2016 survey results (73% and 82%, respectively).

**Engage interested members in meaningful volunteer roles & clarify path(s) to leadership roles.** In 2018, a student engagement committee was created, and a second student representative position added to expand student involvement. Term limits were imposed on all committees to increase volunteer opportunities. Since then, more than 70 members from 58 institutions volunteered in some capacity<sup>2</sup>. In addition, 90% of survey respondents reported satisfaction with overall access to the HCM Annual Meeting program. Three-quarters of respondents were satisfied with their ability to become division leaders, while 66% were satisfied with information about how to get involved in division activities. One in five respondents reported volunteering in the division in some capacity every year.

**Engage members virtually between Annual Meetings, particularly around scholarship.** In 2020 and 2021, HCM offered five webinars to engage different member sub-groups, including doctoral students and junior faculty, practitioners, and members transitioning from practice to academia.

**Target HCM activities to address all member categories (e.g., emeritus, student, practitioner).** Each year, HCM dedicates more than one-third of its allotted PDW hours to the Emerging Scholars' Consortium for doctoral students and junior faculty. In addition, recent webinars have provided opportunities for students and junior faculty members to present their work. In 2021, in partnership with the American College of Healthcare Executives (ACHE), a national professional organization for health administrators, HCM held a practitioner-oriented webinar, featuring cutting edge research by three HCM members. Eight-hundred practitioners attended the event. No activities specifically for emeritus members were sponsored in the past five years.

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<sup>1</sup> Satisfaction numbers include those responding "satisfied," "very satisfied," or "extremely satisfied."

<sup>2</sup> Elected leaders and Annual Meeting and webinar presenters and reviewers were not included in this number.

## Strategic Goals and Activities

In February 2021, the HCM Executive Committee held a virtual retreat for strategic planning purposes. Four strategic goals resulted from that retreat. Feedback on these goals, solicited through the recent member survey, reveals strong support among HCM members. For each goal, 85% or more of respondents indicated they agreed or strongly agreed that the division should pursue the goal. See [Appendix C](#) for more detail. The HCM Executive Committee has generated a set of objectives and activities for accomplishing these goals over the next three years. See [Appendix E](#) for tables and timelines on all goals and objectives.

### *1. Grow the HCM division while maintaining intimacy.*

A strength of the HCM division is the intimacy afforded by our relatively small size and active engagement among members during both scholarly and social events. HCM should continue to maintain connectedness and work to make HCM a community where members feel they get value. At the same time, growing our membership is important to ensure the division has a strong presence within AOM and in the field of health care management and policy. Growing membership entails both adding new members and stopping recent membership declines.

We will develop a formal strategy for regularly communicating with members to improve transparency, create awareness of division activities and opportunities for involvement, communicate value of division membership, and address the variety of interests and needs of our diverse membership.

#### ***1.1 By August 2023, develop a formal communication plan with tactics targeting new and existing members as well as members who have not renewed membership in recent years.***

- 2022: Draft an initial plan and begin implementing.
- 2023: Assess effectiveness and revise as appropriate.
- The plan should be revisited and updated once per year.

#### ***1.2 By August 2024, develop processes for managing the division's social media presence.***

- 2022: Assess whether existing roles can manage social media or whether a new volunteer position is needed. Complete as part of objective 5.1.
- 2023-2024: Develop and document social media management processes, implement, and revise as appropriate.
  - The division's social media strategy should also be used in pursuit of Goal 4 and to promote awareness of activities pursued under Goals 2 and 3.

On the assumption that volunteer opportunities enhance the value of membership for many members, engaging them more deeply with the division, expanding, publicizing, and improving the transparency of volunteer opportunities is an important way of growing the division and sustaining intimacy.

#### ***1.3 By August 2023, develop a streamlined, fair volunteer process by which members may volunteer and be assigned to division committees and activities.***

- 2022: Identify and document a complete list of regular volunteer positions, including information about requirements and the cycles on which these positions become available. Completion of objective 5.1 will inform this activity.
- 2022: Develop and document annual procedures for reviewing and updating volunteer list, adding any temporary volunteer positions to the list, and publicizing volunteer opportunities.

- As part of this activity and in service to Goal 3 below, develop practices to ensure diverse committee membership. For example, practices to ensure greater representation of student and non-US members on committees may be needed.
- 2023: Re-evaluate and improve processes and documentation as necessary.

## ***2. Promote career and professional development of HCM members.***

Advancing and enriching the professional lives and aspirations of HCM members is central to how the division provides value. Both quantitative and qualitative member survey results indicate the importance of career and professional development to members. Division activities that promote members' career and professional development will enhance our ability to accomplish Goal 1, as well, by making the division more attractive to more members.

We will develop a coordinated approach to the division's entire portfolio of career and professional development offerings. Our intent is to develop an integrated set of activities, across multiple platforms (e.g., the Annual Meeting, webinars), that support the career and professional development of HCM members across member types (i.e., academics, practitioners) and career progression (e.g., student, junior, mid-career, and senior faculty).

### ***2.1 By August 2025, develop an annual process for reviewing and managing the division's complete portfolio of career and professional development programming.***

- 2022: Draft initial set of processes and guidelines.
- 2023-2024: Implement and revise processes and guidelines.

### ***2.2 By August 2025, establish guidelines, processes, and responsibilities for managing annual HCM webinar series.***

- 2022: Assess whether existing committee structure can manage webinar or whether a new committee or volunteer position is needed. Complete as part of objective 5.1.
- 2022: Draft guidelines and annual timeline for proposing and managing webinar series programs.
  - Each year's program will ideally address the needs of multiple member types, a variety of topics, and a diversity of professional development needs.
- 2023-2024: Implement, assess, and revise guidelines, processes, and responsibilities.

We will also formalize and improve programs aimed at fostering career and professional development through connecting individual members around common interests or needs. Qualitative results of the member survey indicate that members want opportunities to connect with other members to form collaborations and learn from one another. To foster these connections, we will formalize our new mentoring program, initiate an Annual Meeting buddy system for new members, and experiment with smaller communities of practice around shared research interests.

### ***2.3 By August 2024, refine and document processes entailed in managing the nascent HCM mentoring program to make it sustainable.***

- 2022: Gather participant feedback on the mentoring program.
- 2023: Revise the mentoring program based on participant feedback.
- 2023: Document processes for managing the mentoring program.

### ***2.4 By August 2024, develop a sustainable Annual Meeting buddy program to pair first-time attendees with experienced members.***

- 2022: Prior to Annual Meeting, launch an inaugural version of the program. The inaugural version may be limited to students to ensure it is manageable.

- 2023: Gather feedback and refine before the 2023 Annual Meeting.
- 2024: Document processes for managing the buddy program

***2.5 By February 2025, launch two communities of practice to bring subgroups of members together around defined shared interests to facilitate new collaborations.***

- 2022: Gather member input to inform planning.
- 2023: Launch first community of practice.
- 2024: Launch second community of practice.

***3. Promote diversity, equity, and inclusion in the division and the field.***

The HCM division is diverse in terms of demographics, nationalities, and academic institutions. It is important that division programming, leadership, and committee makeup reflect and actively utilize this diversity. Member survey results indicate strong support for fostering diversity, equity, and inclusion (DEI) within the division and increasing the division's global focus. Related, the division should take an active role in promoting diversity in the larger field of health care management research and practice. In addition to the objectives listed below, objective 1.3 above also serves the goal of promoting DEI.

***3.1 By August 2022, launch an HCM DEI taskforce to oversee DEI concerns and initiatives.***

- 2022: Appoint DEI taskforce.
- As part of our planned review of the bylaws and reassessment of division committee structures (objective 5.1), we will assess the need for a permanent DEI committee. In the meantime, a taskforce will be used.

***3.2 By August 2023, develop a division DEI statement with member input.***

- 2023: Draft a DEI statement for the division and to guide the DEI taskforce's subsequent work.
- 2023: Solicit member input on DEI statement and revise as appropriate.

***3.3 By August 2025, formalize practices for fostering Annual Meeting program inclusivity.***

- The intent of this objective is to ensure that division programming, presentations, and social events are accessible and meaningful to, and respectful of, our diverse membership, including members with disabilities; members of all gender identities, gender expressions, and sexual orientations; and members from different national and cultural contexts.
- 2022: Gather feedback from 2022 Annual Meeting attendees on Annual Meeting inclusivity.
- 2023: Develop initial practices to foster inclusivity.
- 2023: Implement new inclusivity practices at the 2023 Annual Meeting; gather attendee feedback.
- 2024: Revise inclusivity practices, as appropriate.
- 2024: Implement revised inclusivity practices at the 2024 Annual Meeting; gather attendee feedback.

***3.4 By August 2024, assess the need for, and if appropriate, establish an HCM member advocate position.***

- The intent of this objective is to ensure that all division processes are non-discriminatory and that members with concerns about discrimination have a clear advocate within division leadership. See [Appendix D](#) for a proposed position description.
- 2022-2023: Assess need for advocate position and draft position if appropriate.

#### *4. Clarify and enhance the value of health care management research and education to policymakers and practitioners.*

HCM researchers and educators want to have impact on the policies and practices of health care and to contribute to addressing the grand health challenges of our times. Three factors frustrate this ambition: 1) the perceived value of management research to health care policy and practice is often overshadowed by that of other disciplines; 2) policymakers frequently underestimate the role of management practices and organizational dynamics in successfully implementing change; and 3) academic research is often neglected by practitioners in favor of less rigorous sources of information. Consequently, it is crucial that the HCM division take a leading role in raising awareness of the importance of HCM research and education to policymakers and practitioners.

##### ***4.1 By August 2025, formalize processes for translating management evidence into a digestible form for policymakers and practitioners.***

- 2022: Appoint a taskforce or revive the Practice Committee to oversee translational work.
- 2022-2023: Scan the environment, define the need, scope the effort, and develop a plan. Consider how social media may be used as part of that plan (see objective 1.2).
- 2023: Build and pilot the infrastructure. Plan to dedicate some division funds to help pay for this effort.
- 2024-2025: Gather feedback, assess, and refine processes to make them sustainable.

##### ***4.2 By August 2025, formalize collaborative relationships with external professional organizations to make these sustainable and mutually beneficial.***

- The intent of this objective is to curate consumers of HCM research.
- 2022-2024: Improve recently established relationships with ACHE<sup>3</sup> and AUPHA<sup>4</sup>, developing regular practices that connect members and share relevant HCM research.

##### ***4.3 By August 2024, explore the potential of collaborative relationships for promoting the value of HCM research to policymakers and practitioners.***

- The intent of this objective is to try to develop joint efforts with other organizations that are invested in HCM research, including journals with implication sections, AcademyHealth, Organization Theory in Health Care, Ingroup, Social Work and other associations with management certificates, etc.
- 2023-2025: Explore additional potential relationships.

#### *Review division committee structure and roles*

The strategic planning processes revealed a need to examine current committee structure and roles. To ensure adequate effort to pursue these goals, new committees or roles may be needed.

##### ***5.1 By August 2023, update division committee structure and positions to ensure alignment with new strategic goals and planned activities.***

- 2022: Review current division committee structure and positions and ensure alignment with new strategic goals and planned activities. Considerations:
  - The additional communications activities (objective 1.1) and social media emphasis (objective 1.2) may require additions to the Communications Committee.
  - A formal webinar committee may be required (objective 2.2).

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<sup>3</sup> [American College of Healthcare Executives](#)

<sup>4</sup> [Association of University Programs in Health Administration](#)

- If the DEI taskforce is to be established as a committee (objective 3.1), the bylaws will need to be amended.
  - Creating a permanent member advocate role (objective 3.4) may require change to bylaws and committee structures.
  - Increased emphasis on promoting HCM research (Goal 4) will likely require new positions. Efforts to revive the dormant Practice Committee may be needed. Consider expanding its scope to “Practice and Policy.”
  - Many initiatives draw on the Membership Committee. The adequacy of that committee for additional work will need to be assessed.
- 2023: Amend bylaws, if necessary.



## Innovations and Best Practices

### *Hot Topics PDW*

The “Hot Topics in Health Care Management: Research Roundtables” PDW was first offered by HCM in 2019. By drawing on expertise from accomplished scholars both in the HCM and OB divisions, the recurring PDW is designed to engage participants in discussion around current topics in health care management research and practice. The PDW provides participants the opportunity to interact at two different research roundtables during the 90-minute session. Discussions focus on the state of research on a specific topic, challenges in conducting research on that topic, and directions for future research. The Hot Topics PDW quickly became a staple of the annual division PDW program. Even with the pivot online for 2020 and 2021, the Hot Topics PDW has provided an opportunity for members to engage in rich discussions, share new ideas, and make meaningful connections with potential collaborators.

### *Webinars*

In fall 2020, HCM launched a webinar series directed at PhD students and junior faculty. The purpose of the webinar series was to provide members opportunities to present their scholarship, learn from one another, and network outside of the Annual Meeting. Webinar presentations were selected through a peer-review process from a division-wide call for abstracts. Webinar topics were chosen with a variety of HCM member groups in mind. These topics included the challenges of being a graduating student or a new faculty member during the pandemic, shifting research in response to the pandemic-related disruptions and opportunities, effective health care leadership in a post-pandemic world, and the advantages and challenges of transitioning from practice to academia.

### *Mentorship Program*

In 2021, the Executive Committee launched the HCM Mentoring Program with the goal of connecting doctoral students and early career members with more experienced colleagues. In the first year, 28 junior members from national and international institutions participated as mentees and 33 more experienced members served as mentors. Mentees and mentors were matched according to research interests and career development topics. Mentee-mentor pairs were encouraged to meet at least twice during the year. Initial response to the mentoring program has been overwhelmingly positive with mentees finding the necessary support for addressing their professional needs and increasing their engagement within the HCM division.

### *Engagement with other HCM Professional Associations*

HCM has begun collaborating more closely with the American College of Healthcare Executives (ACHE), the national professional organization for health administrators, and with Association of University Programs in Health Administration (AUPHA), the credentialing body of health administration educational programs, for the purpose of narrowing the gaps between research, practice, and education. Both organizations have considerable cross-membership with our members, and the continued integration with these organizations creates ample opportunity for professional development, research generation, and opportunities for dissemination of findings. Collaborations including award sponsorships (ACHE sponsors the division Best Paper Award and AUPHA sponsors the Best Student Paper Award and Best Paper Based on a Dissertation Award), website linkages, cross-posting of promotional materials, webinars, and research dissemination opportunities. In addition, we have enhanced collaboration with ACHE through the development of a co-sponsored webinar.

## Appendices

Appendix A: Division Statistics

Appendix B: Progress on Goals 2-4 from 2017 HCM Division Review

Appendix C: Member Agreement with Proposed HCM Division Goals

Appendix D: Proposed Member Advocate Position Description

Appendix E: Strategic Goals, Activities & Timeline

## Appendix A: Division Statistics

### HCM Total Membership

	2017	2018	2019	2020	2021	5-year % change	Annual Avg % Change
<b>DIG Count</b>	913	872	892	787	781	-14.46%	
% change	1.00%	-4.49%	2.29%	-11.77%	-0.76%		-3.83%
<b>AOM Count</b>	20,201	20,029	20,416	18,739	18,336	-9.23%	
% change	0.8%	-0.9%	1.9%	-8.2%	-2.2%		-2.39%

### Membership by US/International

	2017	2018	2019	2020	2021	5-year % change	Annual Avg % Change
<b>DIG US</b>	593	566	552	486	473	-20.24%	
% change	5.1%	-4.6%	-2.5%	-12.0%	-2.7%		-5.50%
<b>AOM US</b>	10,233	9,949	9,849	9,036	8,539	-16.55%	
% change	1.6%	-2.8%	-1.0%	-8.3%	-5.5%		-4.42%
<b>DIG International</b>	320	306	340	301	308	-3.75%	
% change	-5.9%	-4.4%	11.1%	-11.5%	2.3%		-0.95%
<b>AOM International</b>	9,968	10,080	10,567	9,703	9,797	-1.72%	
% change	-0.1%	1.1%	4.8%	-8.2%	1.0%		-0.43%

### Membership by Member Type

	2017	2018	2019	2020	2021	5-year % change	Annual Avg % Change
<b>DIG Academic</b>	615	595	594	544	536	-12.85%	
% change	3.7%	-3.3%	-0.2%	-8.4%	-1.5%		-3.38%
<b>AOM Academic</b>	13,619	13,486	13,822	12,785	12,085	-11.26%	
% change	0.5%	-1.0%	2.5%	-7.5%	-5.5%		-2.94%
<b>DIG Emeritus</b>	28	27	26	23	20	-28.57%	
% change	0.0%	-3.6%	-3.7%	-11.5%	-13.0%		-8.07%
<b>AOM Emeritus</b>	411	410	414	423	415	0.97%	
% change	2.2%	-0.2%	1.0%	2.2%	-1.9%		0.24%
<b>DIG Executive</b>	87	82	91	69	64	-26.44%	
% change	-3.3%	-5.7%	11.0%	-24.2%	-7.2%		-7.39%
<b>AOM Executive</b>	1,153	1,034	1,028	901	710	-38.42%	
% change	-7.7%	-10.3%	-0.6%	-12.4%	-21.2%		-11.42%
<b>DIG Student</b>	183	168	181	151	161	-12.02%	
% change	-5.2%	-8.2%	7.7%	-16.6%	6.6%		-3.15%
<b>AOM Student</b>	5,018	5,099	5,152	4,630	5,126	2.15%	
% change	3.5%	1.6%	1.0%	-10.1%	10.7%		0.53%

### ***New Members***

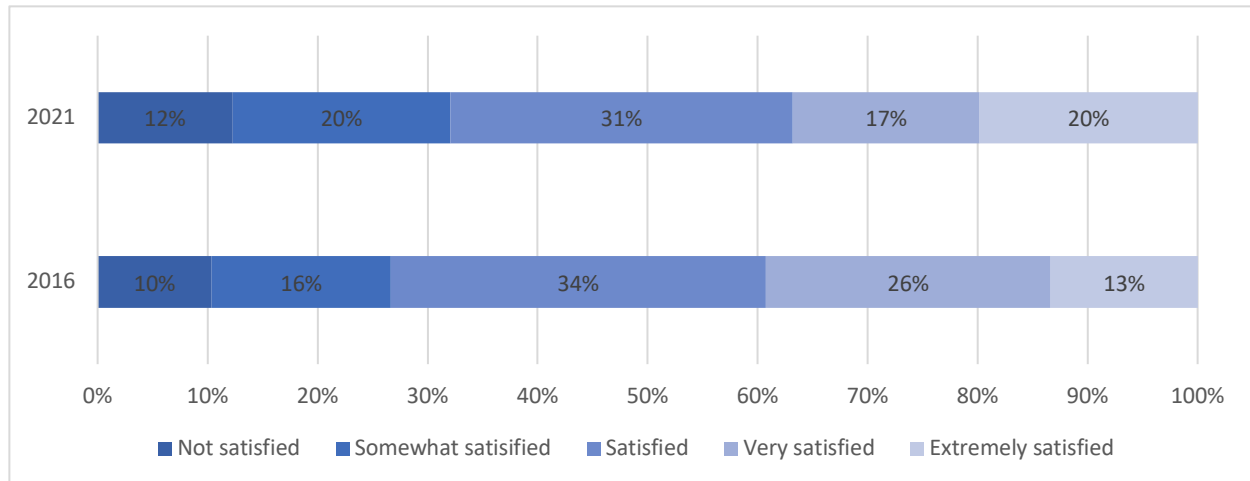
	2017	2018	2019	2020	2021	5-year % change	Annual Avg % Change
DIG New members	63	60	67	46	100	58.73%	12.24%
AOM New members	3,430	2,709	2,697	2,208	2,155	-37.17%	-10.97%

## Appendix B: Progress on Goals 2-4 from 2017 HCM Division Review

### Goal 2. Foster the inclusion of international members & perspectives.

Three questions from the 2021 HCM Division Review Survey were relevant to the goal of fostering inclusion of international members and perspectives. For inclusion of international members, respondents generally indicated satisfaction with outreach efforts: the majority (68%) reported being satisfied or higher (Figure 1). This is a decrease from the 2016 HCM Division Review Survey, which reported 73% satisfaction or higher for the same question.

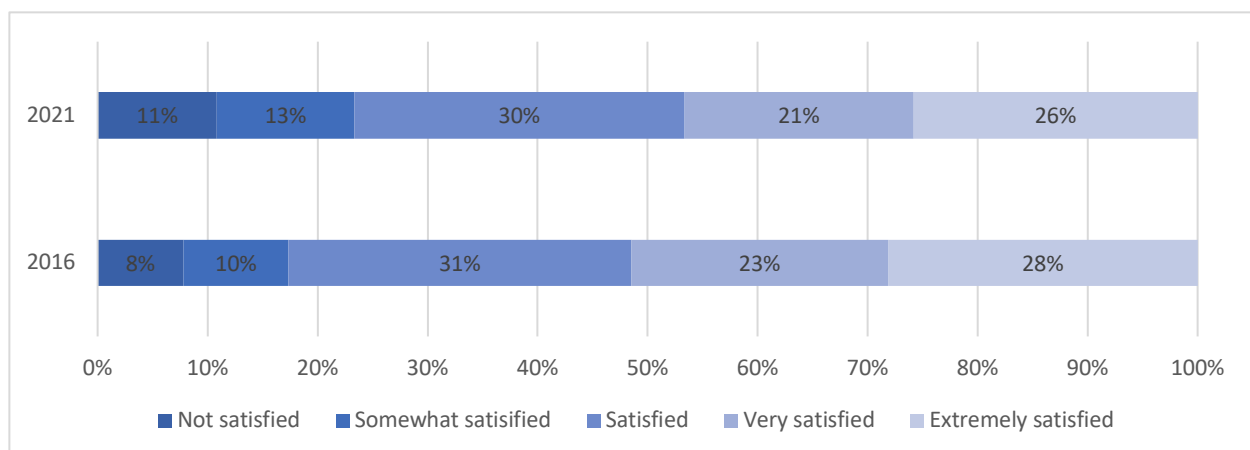
**Figure 1.** Satisfaction with efforts to reach out to international members, 2016 and 2021.



Missing responses excluded

Similarly, the majority of respondents (77%) in 2021 were generally satisfied with the HCM's welcoming of members of various demographic groups (Figure 2). However, the percentage of respondents reporting being satisfied or higher in 2016 was also slightly higher for the same question (82%).

**Figure 2.** Satisfaction with welcoming members of various demographic groups\*, 2016 and 2021.



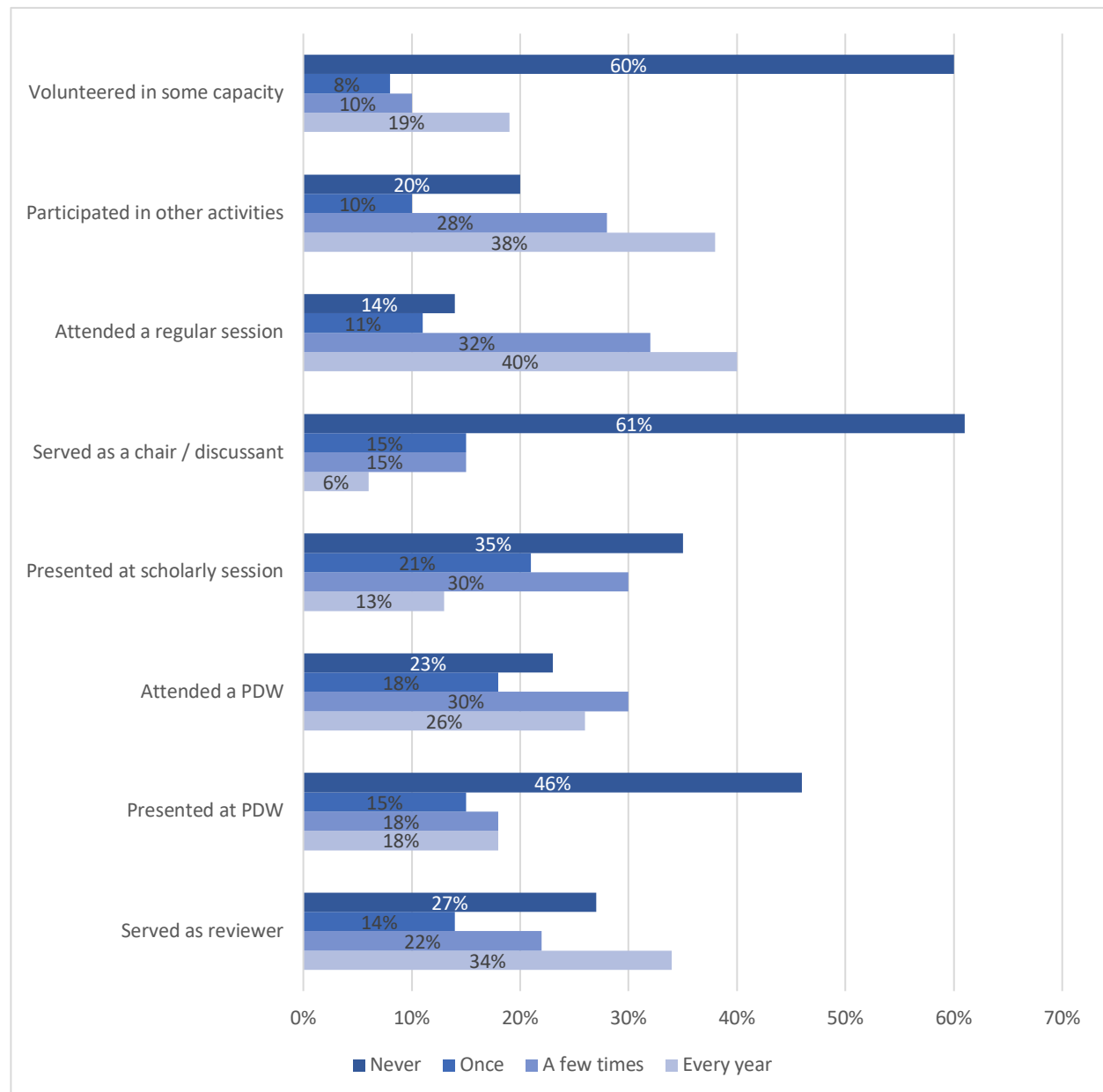
Missing responses excluded

\* Welcoming of members from various demographic groups (diverse in, for example, race/ethnicity, gender, age, nationality, sexual orientation, disability status, etc.)

### ***Goal 3. Engage interested members in meaningful volunteer roles & clarify path(s) to leadership roles***

Among the various activities at the Annual Meeting, the ones in which respondents most frequently reported engaging yearly were attending a regular conference session (40%), attending other activities (e.g., social events) (38%), and serving as a reviewer (34%). Volunteering, serving as a chair/discussant, or presenting at a PDW were undertaken far less regularly. One in five reported volunteering every year in some capacity (Figure 3).

**Figure 3.** During the past five years, how frequently, on average, did you engage in each of the following Annual Meeting activities for the HCM division, 2021.

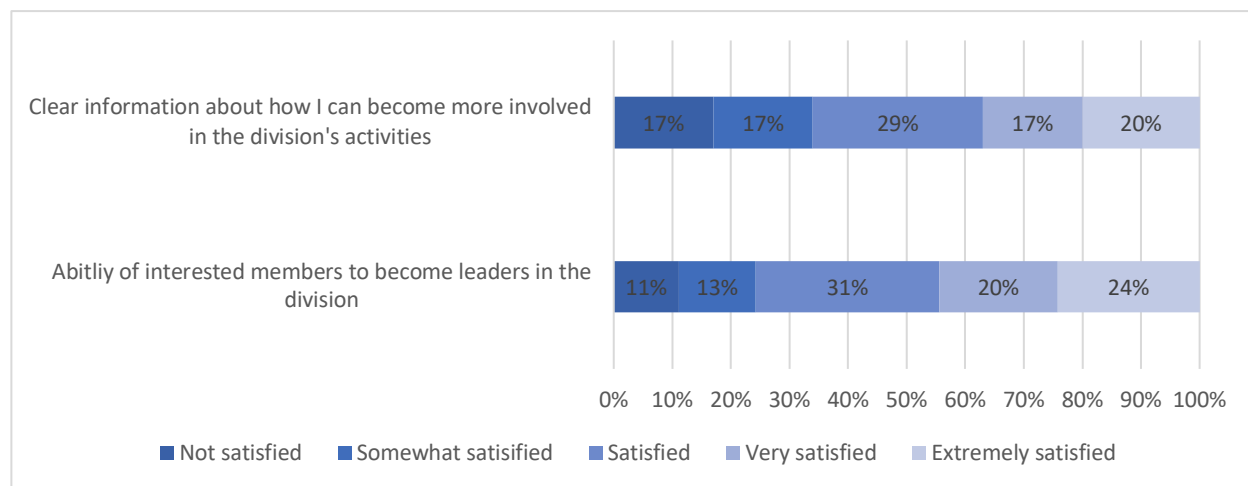


Respondents were generally satisfied with HCM's Annual Meeting program. In particular, the PDWs and networking were identified as strengths. For every question, the majority of respondents reported being satisfied, very satisfied, or extremely satisfied (excluding missing responses) with:

- Professional Development Workshop (PDWs) (95%)
- Traditional paper sessions (86%)
- Discussion paper sessions (88%)
- Symposia (91%)
- Plenaries (77%)
- Social and networking opportunities (90%)
- Overall access to participation in the program (90%)

Respondents were less satisfied with their ability to become leaders or their access to clear information on how to become more involved (Figure 4).

**Figure 4.** Satisfaction with information about becoming involved in HCM, 2016 and 2021.



missing responses excluded

#### **Goal 4. Engage members virtually between Annual Meetings, particularly around scholarship.**

Since November 2020, five webinars were held to engage HCM members between Annual Meetings.

##### **Teaching Experiences during the COVID-19 Pandemic**

Date: November 2020

Presenters: Joanna Brooks, University of Kansas School of Medicine; Heather Lee, University of Alabama at Birmingham; and Dan Fisher, University of North Carolina Wilmington

Description: *Why do educators experience teaching online as a fundamentally different experience, even when technology cooperates and their content is successfully communicated? In this segment, Dr. Joanna Brooks will identify underlying factors that may drive this sense of difference, emphasizing the way online education has shifted the interactional dynamics of teaching and how educators can adapt to these changes. What approaches to teaching remotely actually resonate with students? Alternatively, what approaches to teaching remotely do students hope we as professors NEVER do again? In this segment, Professor Heather Lee will report results from a mixed-methods study that examined student perspectives on the transition from in-person to remote learning during the spring of 2020. In a time when online learning is becoming more prevalent, it is important for faculty to incorporate new teaching modalities into the online class environment, ensuring students develop professional competencies as*

*they progress through the academic program. In this session, Dr. Dan Fisher will describe how integrating personalized learning paths into online courses supports faculty instruction and allows students to achieve valuable certifications and/or trainings ("micro-credentials") that can be incorporated into their resumes and job applications, further enhancing professional achievement.*

### **Being New faculty During a Pandemic & Job Hunting in Times of COVID-19**

Date: February 2021

Presenters: Matt DePuccio, Ohio State University Medical Center; Reena Joseph Kelly, University of Alabama at Birmingham; Lauren Taylor, NYU School of Medicine; and Clay Thomas, Iowa State University

Presenters:

Description: *A panel of four emerging HCM scholars will share their experiences job hunting and becoming new faculty during the COVID-19 pandemic season.*

### **Research Experiences during the COVID-19 Pandemic**

Date: March 2021

Presenters: Devin Rapp, University of Utah; Yaminette Diaz-Linhart, Brandeis University; and Seongwon Choi, Trinity University

Description: *A panel of three emerging HCM scholars will share their experiences of significant shift in their research directions during this COVID-19 pandemic season.*

### **Navigating the Next Crisis: Research Insights for Effective Healthcare Leadership in a Post-Pandemic**

Date: August 2021.

Sponsor: Jointly with ACHE

Presenters: Mariam Krikorian Atkinson, Harvard T.H. Chan School of Public Health and Christopher G. Myers, Johns Hopkins Carey Business School

Description: *The global COVID-19 pandemic has forever reshaped healthcare organizations and leadership. Whether navigating the next crisis or simply a situation of high uncertainty, healthcare will never be the same and neither will best practices for leading and managing organizations. During this webinar, experts will discuss the latest research describing healthcare leaders' experiences during the COVID-19 pandemic and uncover insights into when and how leaders thrived. They will also identify practices leaders implemented to achieve an effective response during the large-scale crisis. Attendees will learn how effective organizations harnessed their capabilities in novel ways and optimized their learning capacity to navigate continually changing demands, based on evidence from prior studies examining the leadership challenges during the pandemic and thereafter. Join this timely webinar to gain practical recommendations and reflections for your own organization, as well as tools for dealing with novel, fast-changing and highly uncertain conditions.*

### **"Pracademia": The advantages and challenges in the transition from practice to academia**

Date: November 2021

Presenters:

Description: *In this webinar, a panel of academic faculty who all transitioned from careers in practice to careers in academia will discuss the value of their practical experiences in their academic careers. This webinar will feature health care management scholars who each had significant work experience in health care prior to their faculty positions. The discussion will be most useful for students and junior faculty who have had significant practical experience and will aid in knowing how to leverage*



*experiences outside of academia to being successful faculty members. In addition, program administrators may also find this useful in appreciating how to leverage faculty members' non-academic experiences for academic program benefit across the triple aims of research, teaching, and service.*

**Goal 5. Target HCM activities to address all member categories (e.g., emeritus, student, practitioner).**

Overall, when asked to rank the reasons for being a member of the HCM division, the highest rated reason (on average) was to gain and share information relevant to research. This was followed by developing and maintaining social connections (Table 1). These were the two highest ranked reasons for students, all faculty ranks, and all other respondents.

**Table 1.** Average ranking of reasons for HCM division membership by rank/category, 2021\*.

	Overall	Student	Instructor /Assistant Professor	Associate Professor	Professor	Other/Not reported
Gain and share information relevant to research	1.75	1.75	1.70	1.81	1.73	1.72
Develop and maintain social connections	2.78	2.96	2.65	2.54	2.84	2.74
Gain and share information relevant to teaching	3.25	3.74	3.39	3.03	2.91	3.33
Gain and share information relevant to training and management practice	3.31	2.93	3.64	3.44	3.39	2.95
To learn more about a domain that is new to me	3.94	3.64	3.75	4.14	4.05	4.09

missing responses excluded

\* Please rank order why you belong to the HCM division from 1 - 5, with 1 representing the most important reason and 5 representing the least important reason.

### *Appendix C: Member Agreement with Proposed HCM Division Goals*

The HCM executive team identified four strategic goals for the division to be pursued during the next 3-year period (2022-2025). Each of these goals was strongly supported by member survey respondents (Table 2).

**Table 2.** Respondents' agreement with proposed HCM division goals

Proposed HCM Division Goals	% Agree / Strongly Agree
Sustain, nurture, and grow the HCM division while maintaining intimacy	87%
Promote career and professional development of HCM members	88%
Promote diversity, equity and inclusion in the division and the field	85%
Clarify and enhance the value of health care management research and education to policymakers and practitioners	91%

#### *Appendix D: Proposed Member Advocate Position Description*

See objective 3.4.

The HCM member advocate position will be an independent member of the HCM executive board that will be engaged in advocating for HCM member protection. The primary function of this position is to ensure that all division processes are non-discriminatory and to be a confidential person that members can report discriminatory actions to. This person will be the point of contact for all members to report any issues of discrimination or perceived discrimination occur within the division. Academic conferences do not have the same protections from discrimination that exist at universities and this volunteer position would seek to serve in this capacity for our division to ensure that all members are protected from discrimination in all forms.

## Appendix E: Strategic Goals, Activities & Timeline

### Goals, Objectives, & Leads

Objective	Lead	Strategic Goals			
		1. Grow division, maintain intimacy	2. Promote career & prof. development	3. Promote DEI in the division and the field	4. Clarify and enhance the value of HCM research
1.1 Develop a formal communication plan	HCM Division Chair	X	X		
1.2 Develop a strategy for the division's social media presence	Communications Committee		X		X
1.3 Develop a streamlined, fair volunteer process	Division Chair-elect	X		X	
2.1 Develop annual process for reviewing and managing HCM's complete portfolio of career and professional development programming	PDW Chair in consultation with the Membership Committee		X		
2.2 Develop annual program and schedule for the coming year's webinar offerings	Webinar Committee	X	X		
2.3 Refine and document processes entailed in managing the nascent HCM mentoring program to make it sustainable	Academics at large	X	X		
2.4 Develop a sustainable Annual Meeting buddy program to pair first-time attendees with experienced members	Membership Committee in consultation with Student Engagement Committee	X	X		
2.5 Launch two communities of practice	Membership Committee	X			
3.1 Launch an HCM DEI taskforce to oversee DEI concerns and initiatives	Division Chair			X	
3.2 Develop a division DEI statement with member input	DEI Taskforce			X	
3.3 Formalize processes for fostering Annual Meeting program inclusivity	DEI Taskforce in consultation with PDW Chair and Program Chair			X	
3.4 Assess the need for, and if appropriate, establish an HCM member advocate position	DEI Taskforce in consultation with Division Chair			X	

Objective	Lead	Strategic Goals			
		1. Grow division, maintain intimacy	2. Promote career & prof. development	3. Promote DEI in the division and the field	4. Clarify and enhance the value of HCM research
4.1 Formalize processes for translating management evidence into a digestible form for policymakers and practitioners		X			X
4.2 Formalize collaborative relationships with external professional organizations to make these sustainable and mutually beneficial	Division Chair in collaboration with Practitioners at large	X			X
4.3 Explore the potential of collaborative relationships for promoting the value of HCM research to policymakers and practitioners	Division Chair to appoint taskforce	X			X
5.1 Review current division committee structure and positions and ensure alignment with new strategic goals and planned activities	Division Chair in collaboration with Executive Committee	X	X	X	X

### Strategic Plan Timeline

Objective	2022		2023		2024		2025
	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting
1.1 Develop a formal communication plan	Draft an initial plan and begin implementing		Assess effectiveness and revise as appropriate				
1.2 Develop a strategy for the division’s social media presence	Assess whether existing roles can manage social media or new volunteer position needed	Develop and document social media management processes, implement, and revise as appropriate					
1.3 Develop a streamlined, fair volunteer process	Identify, document complete list of regular volunteer positions, requirements, cycles						
	Begin developing annual procedures for reviewing and updating volunteer list, adding any temporary volunteer positions to the list, and publicizing volunteer opportunities		Re-evaluate and improve processes and documentation as necessary				
2.1 Develop annual process for reviewing and managing HCM’s complete portfolio of career and professional development programming	Draft initial set of processes and guidelines		Implement and revise processes and guidelines				
2.2 Develop annual program and schedule for the coming year’s webinar offerings	Assess existing committee structure for managing webinar series						
	Draft guidelines, annual timeline for managing webinar series programs		Implement, assess, and revise guidelines, processes, and responsibilities				

Objective	2022		2023		2024		2025
	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting
2.3 Refine and document processes entailed in managing the nascent HCM mentoring program to make it sustainable	Gather participant feedback on the mentoring program	Revise the mentoring program based on participant feedback	Document processes for managing the mentoring program				
2.4 Develop a sustainable Annual Meeting buddy program to pair first-time attendees with experienced members	Launch an inaugural version of the buddy program	Gather feedback and refine before the 2023 Annual Meeting		Document processes for managing the buddy program			
2.5 Launch two communities of practice	Gather member input to inform planning		Launch first community of practice		Launch second community of practice		
3.1 Launch an HCM DEI taskforce to oversee DEI concerns and initiatives	Appoint DEI taskforce						
3.2 Develop a division DEI statement with member input		Draft a DEI statement	Solicit member input on DEI statement and revise as appropriate				
3.3 Formalize processes for fostering Annual Meeting program inclusivity	Prepare to gather feedback on Annual Meeting inclusivity	Gather feedback from 2022 Annual Meeting attendees on Annual Meeting inclusivity	Develop initial practices to foster inclusivity	Implement new inclusivity practices at 2023 Annual Meeting; gather feedback	Revise inclusivity practices, as appropriate	Implement revised inclusivity practices at 2024 Annual Meeting; gather feedback	
3.4 Assess the need for, and if appropriate, establish an HCM member advocate position		Assess need for advocate position and draft position if appropriate					
4.1 Formalize processes for translating management evidence into a digestible form for policymakers and practitioners	Appoint taskforce or revive Practice Committee	Scan environment, define need, scope effort, and develop plan		Build and pilot infrastructure		Gather feedback, assess, refine processes to make sustainable	
4.2 Formalize collaborative relationships with external professional organizations to make these sustainable and mutually beneficial	Improve recently established relationships with ACHE and AUPHA Develop regular practices to connect members and share HCM research						

Objective	2022		2023		2024		2025
	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting	After Annual Meeting	Prior to Annual Meeting
4.3 Explore the potential of collaborative relationships for promoting the value of HCM research to policymakers and practitioners			Explore additional potential relationships (e.g., journal, AcademyHealth, Social Work and other associations with management certificates)				
5.1 Review current division committee structure and positions and ensure alignment with new strategic goals and planned activities	Review structure, propose adjustments	Amend bylaws, if necessary					