



TO: Brian Hilligoss, University of Arizona, Chair, HCM Division

FROM: Ingrid Fulmer, Rutgers University  
Chair, Division and Interest Group Relations (DIGR) Committee  
BOG Representative at Large

CC: DIGR Committee Members:  
Amy Hillman, Arizona State University (BOG President-Elect)  
Sabine Hoidn, University of St. Gallen (Past Division Chair, Management, Education  
and Development Division)  
Keld Laursen, Copenhagen Business School (BOG Representative at Large)  
Isabel Metz, Melbourne Business School, University of Melbourne (BOG Representative  
at Large)  
Amy E. Smith, University of Massachusetts, Boston (Past Division Chair, Public &  
Nonprofit Division)

DATE: 1 June 2022

RE: Feedback on Health Care Management (HCM) Division's 5 Year Report

---

Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Health Care Management (HCM) Division has been renewed for another five years. The committee found your report to be thorough and well-developed; the committee also appreciated the division's specific goals and initiatives. We know that your leadership team worked hard over the last year to produce the report. We appreciate the time and energy your team invested.

After reviewing your report and the accompanying data, the DIGR committee members identified strengths and concerns going forward, and assessed the efforts underway to lesson any concerns, all of which are summarized below. In addition, we offer recommendations for building on the division's strengths and continuing to provide valuable services to your members. Many of these issues and actions were identified in the report, although some were identified by the DIGR committee. We hope that our feedback will enable you to leverage the division's strengths and advance our shared goal of strengthening and invigorating the Academy of Management.

Please recall that an important element of the review process is for division leaders to share the report and review results in an open letter to their membership, via the website or email.

In addition, if you are interested, we would welcome the opportunity to meet with your leadership team virtually to recognize your accomplishments, answer any questions, and discuss any concerns.

AOM's HQ team would be available to coordinate the logistics of setting up such a meeting (Michael McShane is cc'd on this email).

Thank you again for the effort you invested in the 5-year review. We hope the review has provided an opportunity to reflect on the state of the division, areas of strength, and opportunities to further enhance members' experiences. We value the activities and services the HCM Division provides for the Academy of Management and its members. We look forward to the division's continued development.

## **2022 Review of Health Care Management (HCM) Division**

### **STRENGTHS**

The overall sentiment of the Division and Interest Group Relations (DIGR) Committee is that the HCM Division is a healthy community. Their report was very comprehensive with a clear strategic plan for the next 3 years. This division's discipline is relevant to the ongoing global healthcare crises as well. Specific strengths include:

#### **Strength #1 Program Innovation**

- Several sound innovations have been introduced regarding research, mentorship support of PhD students and junior faculty, and bridging the research-practitioner gap, including webinars, "Hot Topics" PDW, and partnership event with ACHE (American College of Healthcare Executives).

#### **Strength #2 Member Engagement (Leveraging Small Size to Good Advantage)**

- They are able to develop more intimate connections with members and members feel they have access to volunteer opportunities and understand the pathways to leadership positions.
- Engaging members in feedback for future of division (mission statement and strategic planning)
- Leverages online opportunities to stay connected.

#### **Strength #3 Strategic Goals and Activities**

- Clear strategic (sub)goals and activities planned to reach them as described in HCM's review report. Focus lies on four main goals. Well thought out.
- Clear timeline for future activities and tracking and monitoring system to assess progress toward goals and subgoals and allow for revisions.

#### **Strength #4 Financial**

- The Division routinely operates in the black and provides scholarships and travel stipends, especially to students.

### **CHALLENGES**

A few challenges and concerns were noted by members of the DIGR Committee, all of which were also identified in the Division report. They are:

#### **Challenge #1 Membership size and engagement**

- Reduction in membership numbers in almost all categories. Membership declined across the last 5 years (by 14.46%). This decline seemed to be starting prior to 2020, and during 2020 (COVID) they dropped more than AOM as a whole. Their domestic membership has dropped quite a bit more than their international membership. For an already small division, they cannot really



afford continued membership declines. Losses of US, Executive, and Emeritus members noticeable too.

- Survey results seem to show declines in satisfaction with outreach to international and diverse members over 2017 (although overall satisfaction is still good).

#### **Challenge #2 Diversity & Equality**

- Some decline in survey respondents' satisfaction with DEI efforts such as inclusion of international members and welcoming of members of various demographic groups.

#### **Challenge #3 Perceptions of barriers to involvement**

- Perception of lack of transparency in some appointments to volunteer and EC roles.
- Lack of transparent and coordinated communication strategy (different channels) to keep HCM's membership informed and enlist new volunteers/members to engage in and contribute to this process.

#### **Challenge #4 Achievability and Sustainability of Progress toward Strategic Goals**

- The Division has many clear goals for the future, yet the scope and scale of them may be too ambitious.
  - Lack of formal communication and continuity plan to ensure future leadership remains committed to these goals going forward.
  - To accomplish all of these things over the next 5 years, a large amount of volunteer leadership will be necessary. The division should consider prioritizing their goals and being selective about what is feasible in a 5-year time frame.
  - More effort is needed to interest volunteers with diverse backgrounds to take on chair/discussant roles or run for leadership/officer positions.

### **OBSERVATIONS**

Many of these concerns are mitigated by additional discussion, observations or strategic plans evident in the report, including:

#### **Observation #1 Membership Size and Engagement**

- Creating a Global Rep at Large is a positive signal to international members or would-be members.
- Engaging members in identifying priorities for the division. Several new activities planned based on metrics, membership survey results and feedback from HCM members (e.g. mentoring program, PDWs, annual meeting buddy system, communities of practice, DEI taskforce, new member advocate position, task force to revive the Practice Committee).
- Ongoing activities to reach members throughout the year – e.g. webinars

#### **Observation #2 Strategic Plan**

- Specific goals, timeline, and leads/accountabilities.
- Soliciting member feedback on the goals through a survey should be helpful for member buy in.

#### **Observation #3 Operation/Structure**



- HCM leadership is aware of the need to reexamine the complete committee structure to be aligned with their strategic (sub)goals and to ensure sufficient numbers of volunteers to pursue planned activities (as they write in the Health and Governance Checklist in point 13).

## **RECOMMENDATIONS**

**The DIGR Committee supports the strategic goals suggested by the Division leadership in their report. In an effort to help the HCM Division, we also offer these additional thoughts and recommendations for consideration:**

### **Recommendation #1 Membership**

- Continue to steadily grow your (international) membership (attract new members and reduce member drop-outs). Ensure that your outreach activities and services are attractive for a diverse membership.
- Continue to strengthen connections with other divisions, with journals and professional association. This would also allow your division to leverage the knowledge and capacities of your partners, increase your outreach, and possibly attract new members.
- Their plan to launch 2 new communities of practice by 2025 to bring subgroups together could be a good step in broadening membership. We might recommend they accelerate that a bit, if they can.
- Their goal to clarify and enhance the value of HCM research and education to policymakers is a good one, and one that might contribute down the line to enhanced membership, given the nature of the work in this rather “applied”/focused division. That will likely resonate with their members.

### **Recommendation #2 Communications and Transparency**

- Communications (including general comms as well as social media) seem to be an area of high need; we recommend they consider bringing on a long-serving volunteer to coordinate this so that they don’t drop the ball between leadership changes.
- They should ensure that they are communicating internally (among their membership) about these external activities (e.g., as they enhance the value of HCM research to policy makers or partner with ACHE), especially when they have big “wins” to show. These will be attractive to members.
- Annually publicize volunteer opportunities along with how members can get involved in each.

### **Recommendation #3 Structuring to Support Strategic Goals**

- HCM leadership is aware of the need to reexamine the complete committee structure to be aligned with their strategic (sub)goals and to ensure sufficient numbers of volunteers to pursue planned activities (as they write in the Health and Governance Checklist in point 13). We support and encourage this to be done sooner rather than later, to support their strategic plan most effectively. This would involve developing cohesive management structures (formalization), vetting procedures, onboarding support and accountability measures for officers to ensure that the leadership team and committees work effectively and that planned activities produce useful results.



- Prioritize plans for achieving goals, be selective about what is feasible and on what timelines, and make sure there is a mechanism/accountability for passing this strategic roadmap on from one leadership team to the next. Having this spelled out will be helpful for continuity of these goals with future leadership transitions.

