

# FOOTNOTES\*

## Our 2005 Program Chair Shares HCMD 2005 Award Winners and Other Program Highlights

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Remember the  
HCMD web site:

<http://divisions.amonline.org/hcmd/newsletter.htm>

Dear colleagues,

The 2005 August meeting is rapidly approaching and I look forward to seeing everyone on the beach and in the meeting halls! We have made a couple of changes in the program this year. The business meeting will be held in the morning on Monday. Awards will be handed out then; this year, we have a new award for excellence in teaching which will be presented by HCMD Teaching Committee. Immediately following the distinguished speaker at 5:30 pm will be the reception, poolside at the Sheraton. As our distinguished speaker this year, **Andrew Van de Ven** (2000-2001 Academy of Management President and Professor and Vernon H. Heath Chair of Organizational Innovation and Change at the University of Minnesota), will tell us about changing designs of work in health care! We have an excellent program of presentations, both visual and oral, symposia, and interactive papers. All of the HCMD activities can be found in the Academy of Management Program.

I also want to tell you about our award winners for 2005. We had excellent nominations for all awards and I am listing the runner-up papers as well as the award winners. These papers go through a rigorous selection process as they are reviewed a second time by the award selection committees (also listed below). Division awards allow us to recognize the excellent scholarship of our members but rely on us knowing that papers are eligible for the awards. Indeed, particularly for the dissertation and theory to practice awards, it helps to have submitters self-identify whether their work is appropriate for consideration. Nominees for the Best Paper from a Dissertation Award must be sole-authored papers and candidates for the Best Theory to Practice Paper must have an applied perspective in their submission. So, next year, when you are submitting your papers, please don't hesitate to let **Tim Hoff**, 2006 Program Chair, know whether your paper is eligible for the awards!

### 2005 Health Care Management Division Paper and Reviewer Awards

#### **Best Paper Submitted to Annual Meeting of the HCM Division Selection Committee**

**Ruth Anderson**, HCMD Past Program Chair ; **Jane Banaszak-Holl**, HCMD Program Chair ; **Whitney Berta**, 2005 Best Paper Award Winner; **You-ta Chuang**, 2005 Best Paper Award Winner

## 2005 HCMD Award-Winning Papers, Continued

### 2005 Runner-Ups— Best Paper

“Doing Better To Do Well: Does Innovation Improve Nursing Home Performance?”

**Jacqueline Zinn**, Temple U.; **Zhanlian Feng**, Brown U.; **Vincent Mor**, Brown U.; **Orna Intrator**, Brown U.

“Patient Turnover And Nursing Staff Adequacy”

**Lynn Unruh**, U. Central Florida; **Myron Fottler**, U. Central Florida

### 2005 Award Winner

“Face-To-Face With Aids in the Workplace: Concern for Face, Fear of Aids and Its Consequences”

**Vivien Lim**, National U. of Singapore

### Outstanding Paper Based on a Dissertation

#### Selection Committee

**Len Friedman**, 2005 HMP Past Division Chair ; **Jami DelliFraine**, 2004 Dissertation Award Winner; **Jane Banaszak-Holl**, 2005 Program Chair

### 2005 Runner-Ups

“Meso And Macro Level Barriers And Facilitators To Clinical Guideline Practice Implementation”

**Erin Gilbert**, U. Toronto

“Preventing Burnout: The Effects Of Lmx And Mentoring On Socialization, Role Stress, And Burnout”

**Christopher Thomas**, U. Georgia

### 2005 Award Winner

“The Moderating Effect Of Procedural Fairness In Standardizing Professional Work”

**Seok Woo Kwon**, U. Kentucky

### Best Health Care Management Theory to Practice Paper

#### Selection Committee

**Kathryn Dansky**, 2005 HMP Division Chair; **SueEllen Pinkerton**, Health Care Management Review, Editor; **Theresa Steltzer**, Health Care Management Review, Publisher; **Rebecca Wells**, 2004 Theory to Practice Winner; **Eric Ford**, 2004 Theory to Practice Winner

### 2005 Runner-Ups

“HR and IT capabilities and complementarities in healthcare organizations”

### 2005 HCMD Award-Winning Papers — and Outstanding Reviewers

“Organizational trust in hospital nursing staffs”

Christina L. Lafferty, National Defense U.

#### 2005 Award Winner — Best Health Care Management Theory to Practice Paper

“Localization of Health IT: How Users “Repair” Electronic Medical Record Systems”

**Shirly Bar Lev**, Bar Ilan U.; **Michael Harrison**, AHRQ

#### Outstanding Reviewer Award

**David Chambers**

**Marty Charns**

**Ann Chou**

**Alison Evans Cuellar**

**Michele Issel**

**Amit Nigam**

**Vicky Parker**

**Ebrahim Randeree**

**Robert Weech-Maldonado**

**Elizabeth West**

#### 2004 HCM Best paper Proceedings (Alphabetical Order—Submitting Author)

"Patient Turnover And Nursing Staff Adequacy"

**Lynn Unruh**, U. Central Florida; **Myron Fottler**, U. Central Florida

"Localization of Health IT: How Users "Repair" Electronic Medical Record Systems" **Shirly Bar Lev**, Bar Ilan U.; **Michael Harrison**, AHRQ

"The Moderating Effect Of Procedural Fairness In Standardizing Professional Work"

**Seok Woo Kwon**, U. Kentucky

"Hospitals on the Road to Competitive Advantage? The Case of Implementing DRGs in German Hospitals"

**Hans-Gerd Ridder**, Hannover U.; **Susanne Martini**, Hannover U.; **Vanessa Doege**, Hannover U.

"Preventing Burnout: The Effects Of Lmx And Mentoring On Socialization, Role Stress, And Burnout"

**Christopher Thomas**, U. Georgia

"Doing Better To Do Well: Does Innovation Improve Nursing Home Performance?"

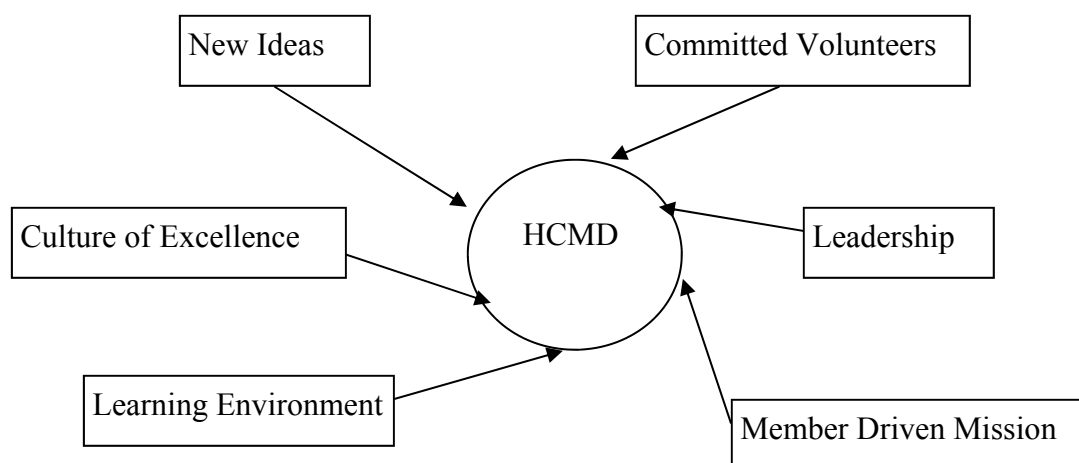
**Jacqueline Zinn**, Temple U.; **Zhanlian Feng**, Brown U.; **Vincent Mor**, Brown U.; **Orna Intrator**, Brown U.

## A Message from the Chair

### What's Driving the Health Care Management Division?

The summer is a good time for reflection. As we prepare for the 2005 Annual Meeting, I'm reminded of the many components that drive our Division and make it successful. Jim Collins's book, *Good to Great* (2001) comes to mind. Although the book is about organizations, his "flywheel" metaphor is highly applicable to the Health Care Management Division.

Collins describes the process of transformation in those companies that make the leap from good to great. He notes that there is rarely, if ever, a single defining action or event. Rather, the process resembles a giant flywheel, with forces pushing relentlessly in one direction, building momentum. Here's my view of the HCMD "flywheel".



Although each of these drivers can, and does, exert influence at different times, the effort of our *volunteers* is paramount. In fact, it is the major driving force of the Health Care Management Division. Without members who are willing to take on responsibilities (large and small), the wheel cannot turn. Some of our tasks take only a few minutes a month. Others require a greater commitment. One of the best ways to get involved is to review a paper for the Annual Meeting. So, whether you are a new or current member and are wondering how you can help, just let us know and we will find a place for you.

The division's *leadership* (through Executive Committee and other groups) keeps us organized and moving forward, helping to accomplish our *mission*, which is "to provide a forum for the presentation of research and to provide an opportunity for interaction among professionals with interests in research and practice of management in the health services industry." This is partially accomplished through our *learning environment*. Members remark, year after year, that the Division serves as an important source of professional development. Friendships and collegial relationships formed here often last a lifetime.

Our *culture of excellence* raises the bar for each of us, as we strive to be the best in our respective fields. Last, our division is constantly infused with *new ideas* that originate from our membership. Volunteers who are passionate about these ideas have the freedom to pursue them and bring them to fruition. One of my favorite quotes is by Bobby Kennedy, who said,

*There are those who look at things the way they are, and ask why... I dream of things that never were, and ask why not?* (Robert Francis Kennedy, 1968)

Why can't we be the best Division in the Academy of Management? And so the wheel keeps turning. These are my thoughts as I sign off. I've been privileged to serve as your Division Chair for the past year, and wish **Ruth Anderson** best wishes for 2006. I'm grateful to all of the members of the division for your support, and particularly to those who have worked so hard this past year. It's been a wonderful year - thank you!

*Kathryn Dansky*

HCMD Division Chair

### Reminder about Aloha Attire

Keeping in mind the culture of Hawaii, please consider "aloha attire" for the conference, particularly the HCMD sessions. There's a wonderful description of appropriate dress on the Academy website. Our colleagues in Hawaii recommend aloha shirt and dress slacks for men, dress or skirt & blouse for women. Sounds great!



### Professional Development Workshop Again Has an Abundance of Offerings

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

See you all in Hawaii. Aloha!

*Tim Hoff*, 2005 Professional Development Workshop Chair

### Managing the Dissertation Successfully: Feedback from the Experts

Saturday, August 6, 2005 from 1:00 to 2:30 pm

Sheraton Waikiki Beach Hotel, Akaka Falls Room [Session # 169]

Panel members will make a short presentation addressing issues that they believe are critical to successfully managing a dissertation. Following the presentations, these experts will provide one-on-one feedback to doctoral students who have registered in advance and submitted brief summaries of their research. Experts will be matched with doctoral students based on areas of interest.

Students should pre-register for the workshop by sending a 1 to 2 page description of their proposed dissertation – including conceptual framing, research setting and research approach. It is helpful if students also indicate what stage they are at with their research – e.g. initial ideas, preparing to collect data, data already collected, etc. These summaries will be used to match students with experts, so that one-on-one conversations concerning dissertation work can occur. Registration will be limited to 24 student participants.

**To register for this workshop, please send your summary and contact information to Trish Reay at [trish.reay@ualberta.ca](mailto:trish.reay@ualberta.ca) by July 25, 2005.**

Faculty members participating in this workshop are: **John Blair**, Rawls College of Business, Texas Tech University; **Myron Fottler**, University of Central Florida; **Robert C. Myrtle**, School of Policy, Planning, and Development, University of Southern California; **Velma Roberts**, School of Allied Health Sciences, Florida A&M University; **Donna J. Slovensky**, School of Health Related Professions, University of Alabama Birmingham

Organizer: **Trish Reay**, School of Business, University of Alberta

## **Bringing Your Research Ideas to Fruition: Feedback from the Experts**

Saturday, August 6, 2005 from 1:00-2:30 pm  
Sheraton Waikiki Beach Hotel, Molokai Ballroom (Session #170)

First through third year junior faculty that have research ideas or proposals in development in the area of health care management are invited to participate

Panel members (experts) will make a short presentation addressing issues that they believe are critical to creating successful (e.g., fundable, publishable) research projects in the field of health care management. Following the presentations, these experts will provide one-on-one feedback to junior faculty who have registered in advance and submitted brief summaries of their research ideas/proposals. Experts will be matched with these faculty based on areas of interest.

Junior faculty should pre-register for the workshop by sending a 1-2 page description of their research idea/proposal including aims, methods, significance of research, and research setting. It is helpful if first and second year faculty also indicate what stage they are at with their research idea/proposal. These summaries will be used to match junior faculty with experts, so that one-on-one conversations concerning dissertation work can occur. Registration will be limited to 20 junior faculty.

**To register for this workshop, please send your summary and contact information to Timothy Hoff at [thoff@albany.edu](mailto:thoff@albany.edu) by July 25, 2005.**

Faculty members participating in this workshop are:

Presenters: **J.D. Bramble**, Creighton University; **Grant T. Savage**, University of Alabama; **Ann Scheck McAlearney**, Ohio State University; **Jane Banaszak-Holl**, University of Michigan; **Eric Ford**, Tulane University

Organizer and presenter: **Timothy Hoff**, University at Albany, SUNY



## Academy of Management • Health Care Management Division



### The Changing Designs of Work in Health Care

Distinguished Speaker

Andrew H. Van de Ven  
*2000-2001 President, Academy of Management*

Monday, August 8, 2005 • 4:10 – 5:20 p.m.  
The Sheraton Waikiki Beach • Waianae Room

Immediately following, join us for the **HCM Social Hour** •  
Main Pool, Sheraton

Dr. Van de Ven will encourage health care management scholars to return to the frontier of organization science by reopening the study of work design in organizations in general, and health care in particular. He challenges that after a burst of conceptual and empirical work in the 1970s and 80s the study of work and organization design has largely been ignored. Yet the design of work has been and will continue to be a central and enduring problem of organization science and practice and is changing dramatically. Advances in evidence-based medicine, clinical care guidelines, information technologies, as well as health care financing, management and regulation are transforming the delivery of health care; the design of health care work is no longer contained within a job or even an organization; it often transcends the boundaries of many organizations.

Dr. Van de Ven will apply a framework for studying the design of work and will present findings of a longitudinal study (1994-1999) undertaken to empirically identify the relative performance of primary care work designs in medical clinics. Using frontier analysis to identify equifinal designs – the set of equally effective work designs for different combinations of inputs (situations or contexts) and outputs (performance criteria) – the longitudinal analysis shows adaptation processes on changing fitness landscapes, indicating how work systems may increase, decrease, or sustain their relative performance. The study results also will be useful to managers in tuning work landscapes of their primary care clinics.

*Andrew H. Van de Ven is Vernon H. Heath Professor of Organizational Innovation and Change, Carlson School of Management, University of Minnesota.*

**Reception Sponsored by  
Duke University  
School of Nursing & The Fuqua School of Business**



## HCMD Will Present First Teaching Award In Hawaii

The new annual HCMD Award for “*Excellence in Teaching*” honors faculty for developing well-organized, imaginative, teaching methods, courses, or materials based on scholarship and current best practices; inspiring excellent student achievements through appropriate assessment and compassionate advising; promoting active, continuous learning, critical thinking, problem-solving, collaboration and research; and leading advances in the teaching of healthcare management. All HCMD division members on a University-level academic staff, tenured or full time contract for 3+ years were eligible for consideration.

The winner of the first annual HCMD Award for “*Excellence in Teaching*” has been selected by the HCMD Teaching Committee, and will be honored at AOM HCMD Division meeting in Honolulu this August, where s/he will receive peer recognition, a congratulatory plaque, and a \$200 honorary unrestricted educational grant sponsored by the Rockhurst University MBA in Health Care Leadership Program. Be sure to join us at the division meeting to recognize the first recipient of this important new award.

I would like to thanks members of the HCMD Teaching Committee, including its original Chair, **Bob Myrtle**; incoming Chair, **Michel Issel**; and its members **Diane Brannon**, **Beth Goodrick**, **Diana Hilberman**, **Patrick Malone** and **Dawn Oetjen**. Special thanks go to those HCMD division members who nominated someone for consideration for this year's teaching award.

*Mindi McKenna*, Chair, Teaching Committee

### Health Care Management Division Academy of Management

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The Health Care Management Division's newsletter is published three times a year in April, July, and November. Footnotes\* is a publication of the Academy of Management. The Editor is Rebecca Wells, Ph.D. Please feel free to submit news items of potential interest to HCMD members, job openings, or other public announcements.

**Have you registered yet  
for the annual meeting?**  
<http://www.aomonline.org/>



## **Junior Faculty Position**

Department of Health Systems Management  
School of Public Health and Tropical Medicine  
**Tulane University**

The Department of Health Systems Management at Tulane University is seeking an early career scholar with outstanding potential in research and teaching. The desired candidate will possess a terminal degree at the doctoral level in a discipline related to health services research in such areas as organizational studies (e.g., strategy, management, marketing, sociology, organizational behavior, etc.), health policy research, health outcomes research, or health information technology. Candidates will be evaluated on their research productivity, teaching experience, and potential for obtaining extramural funding. This is a 12-month tenure track position at the assistant or associate professor ranks – as warranted.

Responsibilities will include conducting research, developing external grant support, and teaching. The Department wishes to increase collaborative extramurally supported activities of the faculty, and the successful applicant must be willing to participate in interdisciplinary research with colleagues within the Department, The Health Sciences Center, and the University.

Applicants will be accepted until the positions filled or the search is discontinued. Applicants should include a cover letter describing their research interests and qualifications, a curriculum vitae, and names of three references.

The Department of Health Systems Management (HSM) at Tulane University was formally organized in Tulane's School of Public Health and Tropical Medicine in 1974. The Department has been continuously accredited by the Accreditation Commission on Education for Health Services Administration (ACHESA) since 1976 and is a member of the Association of University Programs in Health Administration (AUPHA). Students in the Department pursue masters and doctoral degrees in Health Systems Management, and currently the School offers the MHA, MPH, MMM, DrPH, and ScD degrees, and several joint degrees, (MBA/MHA, JD/MHA, and MD/MPH) through the Department.

We especially encourage female and minority candidate's to apply. Tulane and New Orleans are communities that value diversity.

For further information or to submit a nomination or application, please contact:

**Eric W. Ford**, PhD, MPH – Search Committee Chair ([eford@tulane.edu](mailto:eford@tulane.edu))  
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