

# FOOTNOTES\*

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Remember the

HCMD web site:

[http://divisions.](http://divisions.aomonline.org/hcmd/newsletter.htm)

[aomonline.org/hcmd/  
newsletter.htm](http://divisions.aomonline.org/hcmd/newsletter.htm)

**Message from the Division Chair:*****Looking Forward to a Terrific Meeting in Chicago!***

Summer is an exciting time for the Academy of Management. This summer feels particularly exciting for the AOM and for the Health Care Management Division, as we prepare to experience some innovative changes to the Annual Meeting format and activities. The HCMD Executive Committee looks forward to hearing from you about the new things we will experience this year, as we focus on "Green Management Matters" in Chicago August 7-11, 2009.

***Thank You!***

The meeting and all of our other Division activities are the cumulative work of many division members. Please join me in thanking **Eric Williams** (Program Chair) and **Trish Reay** (Professional Development Workshop Chair) for providing steady leadership as we explore new ways of meeting, learning, and socializing in the Windy City. In addition, **Robert Weech-Maldonado** has done a terrific job organizing the Distinguished Speaker event on Monday, August 10 at 4:45 p.m. in the Swissôtel Chicago, Vevey Salon 4 featuring Marlena Fiol and Edward J. O'Connor.

On behalf of the Division, I want to acknowledge the generous donations of all our meeting sponsors – **AUPHA**, **Rush University**, Society for the Study of Organising for Healthcare (**SHOC**), American College of Healthcare Executives (**ACHE**), University of Alabama (**UAB**), University of Illinois at Chicago (**UIC**), and **University of Chicago** - and the individual HCMD members who facilitated each of the sponsorships. We keep the HCMD moving and enjoy terrific events because of these generous sponsors. Thank you!

***Transitions Aplenty!***

Summer is also a time of transition for the Division. As my term as Division Chair ends, I thank **Tim Hoff** (Past Chair) and many other previous Division officers and supporters for their assistance and guidance. I also want to thank the many members who have been supportive and involved in the work of the Division.

It has been a quick year and we continue to make important steps forward because of our dedicated members. Looking forward, **Rob Weech-Maldonado** will take over the Division Chair reigns and will provide strong leadership to the organization.

I would like to acknowledge and thank the following outgoing HCMD Executive Committee members who have provided hard work and dedication to our Division: **Alison Cuellar** (Academic-at-Large, 2007-2009), **Nancy Borkowski** (Practitioner-at-Large, 2007-2009), **Marlys Christianson** (Student Representative), **Dawn Oetjen** (Teaching Committee Chairperson), **Louise Fitzgerald** (Research Committee Chairperson), and **Jami DelliFraine** (Footnotes Editor). If you see these individuals in Chicago, please offer your appreciation to them for their service to all of us.

In addition, you can also thank the following Executive Committee members who will continue their roles this year: **Rebecca Wells** (Academic-at-Large, 2008-2010), **Richard Gannotta** (Practitioner-at-Large, 2008-2010), **Ann Chou** (Secretary), **JD Bramble** (Treasurer), **Eric Ford** (Membership Committee Chairperson) and **Darrell Burke** (Webmaster).

I am also excited to announce and congratulate the following elected and appointed Division Executive Committee Members who will begin their service this year – some for the first time in HCMD and others in new leadership roles: **Andrew Garman** (Practitioner-at-Large, 2009-2011), **Louise Fitzgerald** (Academic-at-Large, 2009-2011), **Jami DelliFraine** (PDW Chair and Program-Chair Elect, 2009-2010), **Christopher Johnson** (Co-Treasurer, 2009-2010), **Cathleen Erwin** (Student Representative), **Amy Yarbrough Landry** (Teaching Committee Chairperson), **Cheryl Rathert** (Research Committee Chairperson), **Dawn Oetjen** (Historian), and **Deidre McCaughey** (Newsletter Editor).

### ***Get Involved!***

Please consider getting more involved in the HCMD! Our active and energetic Committees are working hard. You can read about them in this edition of *Footnotes\** and hear their reports at the HCMD Business Meeting in Chicago on Monday, August 10<sup>th</sup> at 6:30 p.m. in the Swissôtel Chicago, Vevey Salon 4. As always, let me or any HCMD Executive Committee Member know if you'd like to serve the Division in some way.

I look forward to seeing you in the Windy City in a few short weeks. It has been an honor, a privilege, and a pleasure to work with all of you in HCMD.

*Cheers!*



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## Message from the HCMD PDW Chair

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Please take a look at the really great sessions that have been organized for our HCM PDW this year! The sessions take place on Friday, August 7<sup>th</sup> and Saturday, August 8<sup>th</sup>. They are designed for everyone – not just those who are early in their career. There are sessions geared toward teaching, getting research funded and published, research methods, managing your own academic journey – and even one on planning for retirement. Registration is not required for any of these sessions. Just turn up and enjoy the discussions!! Here is the link to PDW sessions sponsored or co-sponsored by HCM.

<http://program.aonline.org/2009/Search.asp?Mode=Result&List=Division>

Of special note is this year's site visit to **Rush University Medical Center**. Andy Garman and Shital Shah have arranged a spectacular guided tour focusing on Rush's *green facilities design* and their *greening hospital operations*. This is something new for our division – to get outside the conference hotel and tour a local medical facility. Come and see for yourself! Bus transportation is provided! See further details below. Check with [Shital\\_C\\_Shah@rush.edu](mailto:Shital_C_Shah@rush.edu) to see if there is space available.

And don't forget our **Saturday Night Networking Social**. It takes place Saturday, August 8<sup>th</sup> from 6:00 p.m. to 8:00 p.m. at **Swissôtel Chicago** in **Zurich E**. Come and make new acquaintances or renew the old ones! We welcome you for a drink and a light snack before you go out to dinner. Our wonderful sponsors for this event are the Association of University Programs in Health Administration (**AUPHA**) & the Society for the Study of Organising for Healthcare (**SHOC**).

I look forward to meeting you in Chicago. Please stop and say hello to me!

*-Trish Reay*

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Preregistration is required for HCMD members interested in attending the Professional Development Workshop **Green Management in Healthcare: Site Visit to Rush University Medical Center**.

This PDW will be held on **Saturday, August 8<sup>th</sup> from 3:00PM to 6:00PM** at **Rush University Medical Center**. This session includes a site visit and tour of Rush University Medical Center in Chicago, with two didactic sessions at Rush focusing on: (1) green facilities design, and (2) greening hospital operations.

There is no cost to attend this offsite session. Transportation from the conference hotel to/ from Rush is provided. Participants will be picked up from the lobby of the Swissôtel Chicago.

Space is limited and pre-registration is required. To register, please visit <https://secure.aonline.org/PDWReg>

Contact Shital Shah by email at [Shital\\_C\\_Shah@rush.edu](mailto:Shital_C_Shah@rush.edu) for additional information.

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## Message from the HCMD Program Chair

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In a short time, we will congregate in Chicago to learn from each other and see friends old and new. We have a great scholarly program which includes two showcase symposia, three symposia, nine paper sessions, two visual paper sessions, and ten interactive paper sessions. We had a record 113 papers submitted with 62 accepted for presentation.

Most of the division's activities will take place in the Swissôtel Chicago. The conference facilities were very recently renovated and are fantastic. The hotel is located close to the Hyatt Regency Chicago and the Sheraton Chicago. The Swissôtel is also connected to an underground shopping and pedestrian walkway that connects to several other hotels including the Hyatt.

There are four important events to remember for this year's academy. The first is our distinguished speakers. We have two outstanding speakers in Marlena Fiol and Ed O'Connor, both from the University of Colorado at Denver. They will speak on "Managing Intractable Conflicts: The Case of Hospital-Physician Relations." This session will begin at 4:45 p.m. and continue through 6:15 p.m. on Monday, August 10<sup>th</sup> in the Swissôtel Vevey Salon 4. Following this is our annual business meeting from 6:30 p.m. to 7:30 p.m. in Vevey Salon 4, and our division reception from 7:30 p.m. to 9:30 p.m. in Vevey Salon 1. The next morning (Tuesday), we invite everyone for our first annual HCMD networking breakfast from 7:00 a.m. to 8:00 a.m. in Vevey Salon 1.

Many thanks to all those who served as reviewers, emergency reviewers, and award committee members, as well as those who have volunteered to serve as chairs and discussants during the scholarly program. I thank each of you for your efforts and collegiality!

*Eric S. Williams*

2009 HCMD Program Chair

### HCMD Program Highlights

#### Showcase Symposium

Innovation Implementation in Healthcare: Saving Good Ideas from Destruction

Improving Sustainable Management In Health Care, Management Education, and Organization Development

#### Symposia

Organizational Behavior in Health Care: Diverse Perspectives and International Dimensions

Refining Theories of Diffusion in Health Care: Insights from the Spread of DRGs Around the Globe

Human Resource Management as Strategic Change Agent in Health Care Organizations

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**Paper Presentation Sessions**

The Impact of Organizational Factors on Nurse and Patient Outcomes  
Leadership, Culture and Organizational Change  
Finance, Efficiency and Performance in Health Care Organizations  
Healthcare Information Technology and Organizational Performance  
Healthcare Information Technology: Organizational Characteristics and Outcomes  
Stressful Environments and Health Professionals  
Safety Culture in Healthcare: Influence on Employee and Patient Outcomes  
Patient Centered Care: Making it Really Happen  
Creating Service Quality in Healthcare Organizations

**Interactive Paper Sessions**

Understanding the Role of Emotions, Mood, and Affect  
Understanding Empowerment  
The Role of Goals  
Organizational Learning in Context  
Inter-Organizational Relationships  
Organizational Commitment and Other Work Attitudes  
Trust and Work Outcomes  
Organizational Justice and Attitudinal and Behavioral Outcomes  
The Influence of Culture and/or Climate  
Strategic Groups and Strategic Positioning

**Visual Presentations**

Learning and Quality in Healthcare Organizations  
Diversity, Strategy and Utilization in Health Care

**Special Events**

HCM Networking Breakfast  
HCM Distinguished Speaker  
HCM Business Meeting  
HCM Division Reception

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## 2009 AOM HCMD Program Awards

The award winners for 2009 are listed below. These papers go through a rigorous review process with individual committees established for each award. A big thank you goes out to all the reviewers and selection committee members for their hard work. We would also like to show our appreciation to the American College of Healthcare Executives for sponsoring the Best Paper award, Health Care Management Review for sponsoring the Best Theory to Practice Paper Award, and Emerald Group Publishing and the Journal of Health Organization and Management for sponsoring the Best International Paper Award. Please join me in congratulating all the award winners and thanking our sponsors, reviewers, and selection committee members!

### 1. Best Paper Submitted to Annual Meeting of the HCM Division

#### *Criteria/Process:*

- Top 10% of accepted papers considered for this, based on numerical rankings
- Sponsored by the American College of Healthcare Executives

Some papers (all nominees) are invited to be included in the proceedings

#### **Selection Committee:**

Christy Lemak, HCM Division Chair

Eric S. Williams, HCM Program Chair

Rebecca Wells, HCM Academic-at-Large

Cheryl Rathert, 2008 Best Paper Award Winner

#### **2009 Winner**

Sara J. Singer, Alyson Falwell, David Gaba, Mark Meterko, Amy Rosen, Christine Hartmann, and Laurence C. Baker: Identifying Organizational Cultures that Promote Patient Safety

#### **2009 Runners-Up**

Dail Fields and Paul M. Roman: Total Quality Management and Performance of Substance Abuse Treatment Centers

Patrick Albert Palmieri and Lori T. Peterson: Safety Culture as a Contemporary Healthcare Construct: Theoretical Review and Research Assessment

Oliver Tiemann and Jonas Schreyögg: Effects of Ownership on Hospital Efficiency in Germany

Heather S. Laschinger, Joan Finegan, and Piotr Wilk: Testing a Multi-level Model of Staff Nurse Organizational Commitment

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### **HCM Outstanding Paper Based on a Dissertation**

*Criteria/Process:*

Solo author, student using dissertation data

Sponsored by the HCMD

**Selection Committee:**

Tim Hoff, HCM Past-Chair

Trish Reay HCM PDW Chair

Eric Williams HCM Program Chair

Robert J Weech-Maldonado, HCM Division Chair Elect

Marlys K. Christianson, HCM Student Representative

**2009 Winner**

Claudia Steinke: Empowering Patients Through Service Design

**2008 Runners-Up**

Brian Chen: Stark Contrasts: The Impact of Prohibiting Physician Self-Referrals on Prescribing Behavior

Alexandre Laberge: An Examination of Strategic Group Measurement and Technology in Nursing Homes

**3. Best Health Care Management Theory to Practice Paper**

*Criteria/Process:*

At least one author must be health care management practitioner

Sponsored by Health Care Management Review

Invited to publish in HCMR

**Selection Committee:**

Louise Fitzgerald, HCM Research Committee Chair

Eric Williams, HCM Program Chair

Richard Gannotta, HCM Practitioner-at-Large

Nancy Borkowski, HCM Practice Committee Chair

Michele Issel, HCMR Editor

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**2009 Winner**

Lori T. Peterson, John Eberhardt, Eric W. Ford, and Timothy R. Huerta: Assessing Differences Between Realized and Anticipated Gains from Electronic Health Record Adoption

**2009 Runners-Up**

Joseph Gerald McSorley, Tanefa Antoinette Apekey, Niroshan Siriwardena, and Michelle Tilling: Leadership, Innovation and Uptake of Quality Improvement Methods in UK General Practice

Jonathon R. B. Halbesleben, Grant T. Savage, Douglas S. Wakefield, and Bonnie J. Wakefield: Rework and Workarounds in Medication Administration Processes: Implications for Patient Safety

Chun-Po Yin, Chiung-Wen Hsu, Cecilia I. Lin, and Yuan-Te Huang: A Politeness Theory Analysis of Physician-Patient Interaction - A Pediatrics Department Case Study

**4. Best International Paper***Criteria/Process:*

Papers self-identified or identified by program chair as international or Dexter nominees.

Best Paper submitted to AOM as HCMD nominee for Dexter Award

Sponsored by the Emerald Group Publishing and the Journal of Health Organization and Management

Invited to submit to Journal of Health Organization and Management

**Selection Committee:**

Louise Fitzgerald, HCM Research Committee Chair

Eric Williams, HCM Program Chair

Tom D'Aunno, HCM member with international interests

Nancy Harding, Editor, Journal of Health and Organization Management

**2009 Winner**

Vishwanath V Baba, Louise Tourigny, Xiaoyun Wang, Terri R Lituchy, and Silvia Ines Monserrat: Stress among Nurses: A Multi-Nation Test of the Demand-Control-Support Model

**2009 Runners-Up**

Andre Spicer, Wendy L Currie, and Jimmy Huang : Conceptualizing the Institutional Knife-edge of Technology Adoption: A Case Study in Healthcare

Oliver Tiemann and Jonas Schreyögg: Effects of Ownership on Hospital Efficiency in Germany

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Academy of Management  
2009 Annual Meeting  
Chicago, IL

**Monday, August 10, 2009**

**4:45 p.m. to 6:15 p.m.**

**Swissôtel Chicago, Vevey Salon 4**

*Health Care Management Division*

*Distinguished Speaker Lecture*

*MANAGING INTRACTABLE CONFLICTS:*

*THE CASE OF HOSPITAL-PHYSICIAN RELATIONS*

**Marlena Fiol, Ph.D.**

*Professor of Strategic Management*

*University of Colorado Denver*

**Edward J. O'Connor, Ph.D.**

*Professor of Management*

*University of Colorado Denver*

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### ***New Footnotes\* Newsletter Editor!***

Beginning in August 2009, Deirdre McCaughey will take over as the newsletter editor for *Footnotes\**. Deirdre is an Assistant Professor at the Pennsylvania State University where she teaches organizational behavior and health care management. Her research focuses on workplace safety in health care organizations, health care provider stressors, improving health care work environments, and knowledge translation in health services.