

FOOTNOTES*

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Health Care Management Division Academy of Management

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Late Night With the Health Care Management Division *A Message From the Chair*

By now it's been almost four months since the excitement and energy generated by the annual Academy of Management meeting that took place in Seattle. As someone who has had the privilege of living in the Northwest for the past 11 years, I sincerely hope that you enjoyed your visit and that you will return soon. Even as an intense new school year makes August now seem far away, a moment's recollection reminds me why I so highly value attending the annual meeting and spending significant time with the members of our Division. I would like to take a moment to reminisce, express appreciation, and finally look briefly to the upcoming year in preparation for our meeting in New Orleans.

Reminiscing

Looking back at all the events and activities associated with the annual meeting from the PDW on Saturday and Sunday, our paper and symposium sessions, distinguished speaker, business meeting, reception, and even all the other Academy events, I continue to believe that this is the best meeting available for those of us engaged in the teaching, research, and practice of health administration. The meeting seems to get a little better each year and I come away with more ideas in five days that I can possibly ever generate on my own. I am also honored to be in the company of some of the finest people I have ever met. Attending the Division's sessions and talking with our members is a constant reminder of how important our work is and the significant impact we all have on the health of persons both here and around the world. Sorry if this is a bit overly sentimental but it does capture the spirit of our Division for many of us.

Appreciation

One of the distinguishing features of the Academy of Management is that this is a voluntary organization that depends exclusively on the time, energy, and commitment of the members. This is particularly true for the persons who are in leadership positions with the Division. In our case, there are three persons who deserve special commendation. **Ruth Anderson** put together a very special Professional Development Workshop. The sessions organized by Ruth provided a rich and varied tapestry that held value both to our members but to others in the larger Academy who in many cases packed the meeting rooms.

Perhaps the most difficult and time consuming leadership role in our Division is the Program Chair and in 2003, **Kathryn Dansky** continued in the tradition of making the scientific portion of our meeting better than the year before. Kathryn displayed the wisdom and insight to construct a program that both met and exceeded all of our expectations.

Finally, I would like to share my sincere appreciation and gratitude to **Kathleen Montgomery** in her role as Division Chair in 2003. Kathleen is not only an exceptional scholar as evidenced by her being awarded the Division's Best Paper award but in her spare time, she has been a visionary leader for all of us. Under her guidance, the Division has grown to over 600 members and continues to be seen as a model for the Academy. From my perspective, Kathleen put up with my incessant questions and inquiries with good humor and unending patience. I am so grateful that she will continue to be part of the leadership team as Past-Chair.

Earlier, I mentioned the core of members who volunteer their time to tasks both large and small that help to move the Division forward. One of the most important things our Division can do is communicate with our members and with others interested in our work. That communication is facilitated by three very special persons who deserve our thanks. **Rebecca Wells** serves as the editor of this newsletter and is the force behind the scenes making sure that Footnotes* is of value to everyone. Special thanks also go to **Nir Menachemi** for his work as the person directly responsible for maintaining and supporting the Division's web page. If you haven't seen our web page lately, surf on over to <http://divisions.aonline.org/hcmd/>. It is really very special. Finally, **Pam Paustian** has worked hard to maintain the Division's list-serv.

Membership is critical in a small division such as ours and I am so grateful for the work of **John Hyde** and **Donna Malvey**. Due to their efforts, we have surpassed the 600 member barrier. This growth translates into additional revenue and a larger presence in the Academy. Please do what you can to direct colleagues, students, and practitioners to our Division.

Finally, under the initiative two years ago of **Sharon Topping** during her distinguished tenure as Division Chair, three new committees were formed and have been actively working throughout the year. The research committee is co-chaired by **Michael Powell** and **Keith Provan**. The teaching committee is chaired by **Bob Myrtle**. Finally, the practice committee is chaired by **Christy Lemak**. I would like to encourage any of you with an interest in these areas to contact the respective chairs and put your talents and energy to use in these important areas.

Looking Ahead

Aside from looking forward to our time together next August 6-11 in New Orleans, there are two things that are on the horizon. The first is a critical examination of our Division's bylaws. I have requested that **Sharon Topping**, **Kathleen Montgomery**, and **Margarete Arndt** take the lead on reviewing and recommending changes to the bylaws. We plan on having this task accomplished before we meet again. The other issue and question we are examining surround the significant changes to several of the journals that are important to our members. Discussions are currently taking place regarding what if any position the Division should take on these changes.

As a closing comment, I would like to invite all of you to contact me if you have thoughts, questions, or comments about the Division. You can reach me at either (541) 737-2323 or at leonard.friedman@oregonstate.edu. Thank you one and all for your trust, commitment, and ongoing support of the Health Care Management Division.

Leonard H. Friedman
2004 Division Chair

Health Care Management Review Changes Editors, Focus

The following is based on a phone conversation Keith Provan had with Theresa Steltzer, who now manages *Health Care Management Review* for Lippincott, Williams, and Wilkins, the journal's new publisher.

Health Care Management Review (HCMR) has undergone a transition about which many HCMD members will want to know. Concerned about circulation levels and the attendant revenues, Lippincott Publishers has appointed Sue Ellen Pinkerton as the new editor. Dr. Pinkerton has been charged with making the journal more "practitioner friendly," which will apparently entail a less academic focus, with minimal theory, fewer statistics and discussion of research methods, and an emphasis on recent citations. *HCMR* will, however, continue to be "evidence based."

For those of you whose papers have already been accepted by Barbara Bigelow and Margarete Arndt, it is our understanding that those commitments will be honored, albeit with potentially major changes in content and format. Authors of articles currently under review should hear in December about the status of their papers from the editor and/or Theresa Steltzer at Lippincott. Some of the papers currently under review will be accepted while others will not.

Ms. Steltzer or Dr. Pinkerton plan to get in touch with Len Friedman and have him disseminate to the HCM membership the details about what the journal will look like. He will post this via the HCMD list serve. In the future, Ms. Steltzer indicated that there will be a mix of practitioners and academics on the editorial board and a mix of peer reviewed and commissioned papers.

This news was a shock to many of us who publish in and review for *Health Care Management Review*, especially in light of the exemplary leadership of Barbara Bigelow and Margarete Arndt in publishing work that was both rigorous and relevant. Among HCMD leadership, there has been talk of starting a new journal, accompanied by concerns about the cost of such a venture. This is not the only journal to see such an abrupt transition: *Frontiers of Health Services Management* has also recently replaced an academic editor (Len Friedman) with a non-academic. Certainly these events will prompt some heartfelt discussions, both in the months ahead and when we convene in August to celebrate "creating actionable knowledge."

Rebecca Wells

Footnotes Editor

An Opportunity to Teach Health Care Marketing in Italy

Giovanni Fattore, a member of the HCMD, sends the following request:

The International Healthcare Management and Policy (MIHMEP) program in Bocconi is searching for a professor to teach a 3 credit course in late February and March 2004. The program will pay for plane fare, accommodation in a Residence, and 4000 Euro's after taxes for 12 lessons. The class is made of 35 students from 21 countries. If you are interested, please send us a CV to Prof. Giovanni Fattore, at jennifer.landau@uni-bocconi.it.

2003 HCMD Program Chair's Report

News bulletin – the HCMD sessions in Seattle were the best attended ever! Not only was the overall attendance for the Academy at an all time high, but our division was particularly well represented, both by presenters and audience members. Our division sponsored 28 paper presentations and 3 symposia. The Distinguished Speaker, Cheryl Scott, President and CEO of Group Health Cooperative, drew an attentive and interactive audience. Clearly, health care management issues are both relevant and timely topics. The reception was standing room only – definitely the place to be!

This has been said before, but it deserves repeating: the high quality of our program would be impossible without the contributions of so many of you. I feel privileged to be part of the leadership of this fine Division and I thank you all of you for your hard work and continued support!

As we shift gears and start thinking about New Orleans, I encourage you to continue this track record by volunteering to assist with the 2004 Program. Ruth Anderson, Program Chair, can be reached at ruthanderson@duke.edu, so let her know if you can chair a session, serve as a discussant, and/or review articles.

I have two additional requests for next year's program. If you work with graduate students, please encourage them to submit papers and to attend the Academy. Give them your copy of the Submission guidelines and let them know that student membership is only \$58.00. Lobby your department chair to provide financial support for one or more students to attend. They are the future of our division. My second request is to be mindful of our international colleagues. Sometimes a personal contact can make all the difference for submitting a paper and attending the meetings.

See you in New Orleans!
Kathryn Dansky

Research Committee Report

The Committee has continued its efforts to strengthen HCMD research, including:

- Proposing that every paper submitted for the annual meeting include a statement about its theoretical contribution in the abstract of every paper;
 - Proposing "contribution to theory" as an extra line in the form sent out to each reviewer for evaluation of papers submitted to the division;
 - Suggesting having a distinguished speaker who would focus on research, rather than on practice, at least every other year;
 - Deciding, after an unsuccessful effort to have an *Academy of Management Journal* special research forum on health care issues, to put this on hold for now;
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- Considering having the division sponsor an award for the best health care article (not_AoM paper) that offered the best theoretical contribution during the previous year. This would have to be an article (or scholarly book chapter) written by one or more division members. **We need someone to volunteer to look into this further;**
- Again talking about the importance of putting on a pre-conference session on research methods. Louise Warrick will be organizing one on qualitative methods in HC. Rebecca Wells is putting together a session on quantitative methods;

To build on the success of this year's stellar symposium on how HC research contributes to a broader understanding of general theory in OT and OB (organized by Michael Powell), Grant Savage and Michael Powell agreed to work on trying to put together another similar symposium for the 2004 meeting, this time focusing on theory in other areas of management that have high impact in the Academy.

Keith Provan
Co-Chair

**Call for Nominations – 2004-05 Executive Officers
Due December 10, 2003**

The Health Care Management Division invites nominations for four Executive Committee positions. All newly elected officers will begin their terms of office in August 2004. You may nominate individuals (including yourself) for any of the positions listed below. For additional information about the responsibilities associated with these positions and to make your nominations, please contact

Kathleen Montgomery, Past Division Chair
kmont@mail.ucr.edu

- **Professional Development Workshop Program Chair (PDW Chair aka Program Chair-Elect).** This position begins a five-year progression through the executive officer rank. Following a year as PDW Chair, this individual serves one year each as Program Chair, Division Chair-Elect, Division Chair, and Division Past Chair.
- **Division Chair-Elect.** The current Program Chair is automatically nominated for this position, to continue the progression through the officer ranks. Additional nominations are also invited.
- **Academic-at-Large.** This is a two-year position on the Executive Committee. Duties include working with the Division Chair and Chair-Elect on projects as needed and serving as a liaison between the executive Committee and the academic members of the Division.
- **Practitioner-at-Large.** This is a two-year position on the Executive Committee. Duties include working with the Division Chair and Chair-Elect on projects as needed and serving as a liaison between the Executive Committee and the practitioner members of the Division.

Nominations are due December 10, 2003!

Academy of Management Mentoring Committee Mentoring Legacy Award Criteria

The Academy of Management Mentoring Committee is pleased to invite applicants for the **Mentoring Legacy Award**. This annual award is given to recognize scholars whose work has been germinal to the research and study of mentoring. We seek to honor those individuals whose work has influenced and shaped the mentoring discourse, both inside and outside of the Academy. While we believe that one-to-one mentoring is very important, we are not seeking nominations for individuals who have acted as mentors. Several divisions offer "Best Mentor" awards for that type of activity.

Criteria for selection include: profound and enduring contribution to research with important and innovative ideas; advancement of knowledge about mentoring, including conceptual, empirical, or theoretical developments; collaboration with more junior scholars in the field; and/or evidenced influence on direction for future research in the field of mentoring. Nominations are made by submitting a 1-2 page letter of support outlining the contributions of the candidate accompanied by the candidate's cv.

Submissions must be received by **February 1, 2004**. The nominations will be judged by a committee composed of members of the Academy of Management Mentoring Committee. The recipient of the award will be notified by May 30, 2004. Please send nominations to:

Patricia Greene
Dean, Undergraduate School
Babson College
Babson Park, MA
greene@babson.edu

For further details, please contact the Mentoring Award co-chairs:
Stacy Blake-Beard (stacy.blakebeard@simmons.edu) or Patti Greene (greenep@umkc.edu).

Congratulations 2003 HCMD Paper Winners!

Best Paper Award:

Kathleen Montgomery and Amalya Oliver: *Creating Entities through the Networking Dynamics of Boundary Construction.*

Best Theory-to-Practice Paper:

Joel Harmon, Dennis Scotti, Scott Behson, Gerard Farias and Robert Petzel: *High Involvement Work Practices, Employee Satisfaction and Service Costs in Veterans Healthcare.*

Best Paper Based on a Dissertation:

Darrell Burke. *Opening the Black Box: Measuring Hospital Information Technology Competency.*

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 3,500 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* (14th 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.

CALL FOR PAPERS International Health Care Management

Advances in Health Care Management, an annual research series published by Elsevier under the JAI imprint, is pleased to announce a call for papers on "International Health Care Management." Grant Savage (University of Alabama), Jon Chilingirian (Brandeis University), and Michael Powell (University of Auckland) will edit this special volume, with publication planned in the fall of 2004. Submission deadline for manuscripts to be considered is **January 12, 2004**.

The 5th in the *Advances in Health Care Management* research series will be structured both thematically and analytically to address international care management at four levels: (1) the individual patient and outcome level, (2) the micro-care processes level, (3) the organizational and delivery system level, and (4) the cultural, political and economic environmental level. An exciting agenda is emerging around consumer-driven, patient focused services strategies as a way to improve quality and efficiency. Innovative care processes are becoming an important way to change clinical practices as well as improve performance. To improve delivery systems, more international research is needed on the influence of organizational strategy, design and strategy on performance. Finally, cultural, political, and economic systems create weak and often distorted motivating environments that test the capacity of delivery systems to adapt. We envision contributions to this volume from each of these four levels and from an international perspective.

Creative and innovative approaches to health care management, cross-national comparisons, as well as studies of health care globalization are welcome. Research papers that build new theory on a topic are welcome. A wide range of empirical approaches, including qualitative, quantitative, and combined approaches is also encouraged. Although all articles should have well-developed theoretical foundations, fresh perspectives are both appropriate and welcome. For example, manuscripts might address the following research topics:

- Globalization and the development of international health care markets
- Innovative management practices in the coordination of care
- Identification and evaluation of clinical best practices
- Innovations in care programs or delivery systems
- Emergence of new consumer segments on service strategy
- Focused factories and/or the privatization of health care delivery
- Innovative organizational designs, management practices, and governance structures
- Management of quality health care
- Changing role of health professionals
- Impact of information or innovative technologies on performance

All papers will be double-blind reviewed. The editors will select the papers for the special volume on a competitive basis, based on the recommendations of the reviewers. Authors should follow the American Psychological Association's style guidelines (5th edition) in preparing manuscripts. Specific guidelines for submission are provided on the next page. Cover letters should request that the manuscript be specifically considered for this special research volume on international health care management. Electronic submissions of your manuscript in MS Word or Word Perfect to gsavage@cba.ua.edu are preferred. Alternatively, contributors may submit four copies of their papers, retaining the original for their files to: Grant T. Savage, University of Alabama, Culverhouse College of Commerce and Business Administration, Management & Marketing, Health Care Management Program, Tuscaloosa, AL 35487-0225. Initial drafts of all manuscripts should be received no later than **January 12, 2004**, e.g., table 1, figure 1.

Order of Material for Submissions:

Title Page: Title of paper, name and affiliation of author(s), author(s)' complete current address (es) and telephone number(s) e-mail addresses, and any acknowledgement of assistance. For multiple author papers, please indicate contact author.

Abstract: Title of paper without author(s)' name(s)' and a brief abstract of no more than 150 words summarizing the article and its findings/conclusions.

Main Text: Title of paper without author(s)' name(s)'

Acknowledgements:

Appendix:

References:

Figure Legends: Numbered consecutively in the order in which they are first mentioned in the text.

Tables: Numbered consecutively in the order in which they are first mentioned in the text.

Other Issues for Preparing Your Manuscript:

Use 12-point Times Roman or Times New Roman for all text and tables.

References should be indicated by giving (in parenthesis) the author's name followed by the date of the paper or book; or with the date in parenthesis, as in 'suggested by Fletching (1975)'. In the text, use the form Olsen *et al* 1975 where there are more than two authors, but list all authors in the references. Quotations of more than one line of text from cited works should be indented and citation should include the page number of the quotation; e.g. (Thomas 1979: 56).

(More details on formatting are available from the editors.)

References should be listed in one alphabetical sequence at the end of the text:

For journals: Thornthwaite, C. W. & Mather, J. R. (1955). The water balance. *Climatology* 8, 1-104.

For Books: Zeleny, M. (1982). *Multiple criteria decision making*. New York: McGraw-Hill.

For a Thesis: Gartside, S. (1994). *Helplessness and depression*. Unpublished doctoral dissertation, McGill University, Montreal.

For Papers from Conference Proceedings, chapters from book, etc.:

Smith, I. J. K. (1977). Liberal theories of the state. In P. Shed (Ed.), *Alternative Perspectives of the State* (pp. 170-82). Boston MA: Back Bay Press.

Tables and Figures: Begin each table or figure on a separate page. In text, indicate the approximate placement of each table by a clear break in the text inserting:

TABLE 1 / FIGURE 1 ABOUT HERE

Set off by double spacing above and below; all figures/tables should be numbered consecutively