GOOD NEWS FOR THE DIVISION
A Message from the Chair

I hope that most of you are planning an August trip to Denver, and that you will attend the HCMD sessions and other events. Len Friedman has a great program planned that he is unveiling in this newsletter. Kathryn Dansky has been busy putting together an outstanding series of Professional Development Workshops that we hope many of you will attend. Kathleen Montgomery has been successful in getting a very interesting and dynamic speaker for the Distinguished Speaker Series (see her column in this newsletter). All in all, the 2002 meeting should be one of the best yet—a series of events bound to revitalize and energize all of us professionally in a beautiful setting. It should be a conference worthwhile to everyone.

First, I want to congratulate the newly elected HCMD Officers:

- Division Chair-Elect: Leonard Friedman
- Program Chair-Elect: Ruth Anderson
- Academic At-Large Representative: Eric Williams
- Practitioner At-Large Representative: Nancy Seifert

Also, congratulations go to Kanak Gautam, the HCMD Historian, and to Norris Gunby, the new HCMD Secretary. Jeanine Turner has retired after completing her three-year term as Division Secretary, and I want to thank her for all her hard work. Also, I want to thank the out-going Academic Representative, John Valentin, and Practitioner Representative, Vicky Parker, for their help and support of the Division. Last but certainly not least, my thanks and deep appreciation go to Jackie Zinn who will be stepping down as Past Chair this year. She has served the Division untiringly for many years, and we hope that she will continue to be a force in the Division.

There is a lot of good news for the Division! We have received the results from the HCMD 5-year review that was submitted in February. In essence, the good news is:

“On Friday, April 12, 2002, the Board of Governors unanimously voted to renew the Health Care Management Division for five years and to commend it for its active and responsive leadership.”

The actual report is four pages long, so I won’t go into detail in this newsletter; however, I am working with the AOM Office to have both the 5-year report and the AOM response on the HCMD webpage. Please check to see if it is available soon. In addition, we will discuss the AOM response and recommendations at the Business Meeting on Monday afternoon.

As part of the 5-year plan, we have implemented a new committee structure whose purpose is to add more value for our members by providing usable resources to aid with teaching, practice, and research. I am happy to announce that these com-
mittees are up and running. The chairs and members are as follows:

**Research Committee**
- **Co-Chairs:** Michael Powell & Keith Provan
- **Members:** Ann Chou, Alison Cuellar, Tom D’Aunno, Nicole Dubbs, Ewan Ferlie, Louise Fitzgerald, Eric Ford, Myron Fottler, Heather Spence Laschinger, Stephen O’Connor, Trish Reay, & Grant Savage

**Teaching Committee**
- **Chair:** Bob Myrtle
- **Members:** Diane Brannon, Beth Goodrick, Diana Hilberman, Michele Issel, Susan Judd, Patrick Malone, Mindi McKenna, & Dawn Oetjen

**Practice Committee**
- **Chair:** Christy Lemak
- **Members:** Sue Dopson, Kanak Gautam, Kim Isett, Joanne McGlown, Vicky Parker, Peter Weil, Elisabeth Wilson-Evered, & Beth Woodard

You should note that for purposes of continuity of HCMD leadership, Kathleen, Len, and I discussed the new committee structure and agreed about the mission and operation of the committees and the membership and chairs. Thus, the chairs and members have agreed to serve for three years. Also, you may have noticed that the Research Committee is the largest. This action was taken in response to the HCMD membership survey that you completed last year. Over 90 percent of the respondents indicated that research was the major reason that they had joined AOM. Also, we tried very hard to include members who would represent the diversity of the Division: members outside of the U.S. which is one of the fastest growing segments of HCMD membership, new Ph.D.s, practitioners, and academic members who have a long history of serving the Division. Kathleen, Len, and I are very excited about these committees and what they can accomplish.

Again, I hope to see each and every one of you at the August meeting in Denver. It is at that meeting that I will turn HCMD over into Kathleen Montgomery’s very capable hands. However, I want to thank you for the support that you have given me over the past years. HCMD members are some of the best!!

*S. Topping*

**HCMD Chair**

---

**Denver Program Update**

As is the case in the natural world, cycles are a part of almost every system you can describe or imagine. As faculty, students, and practitioners in the field of health care management, we too are part of multiple cycles that serve to define important parts of our lives. As participants in the Health Care Management Division, we will soon arrive again at that time when we shall convene for our annual meeting, this year in Denver, Colorado. For many of our members, it is a time for renewal and reconnecting with old friends and colleagues. At a minimum, the annual meeting gives us the opportunity to hear the thoughts of some of the best thinkers in the field. This year promises to be no exception.

I would like to start by expressing my appreciation to everyone who participated in the preparation of the scholarly heart of the meeting. This year, we received 59 paper and 4 symposia submissions. These submissions were sent to a cadre of 73 talented and dedicated volunteers who took the time and effort during the Winter and early Spring to carefully read and critique between two-three papers. This August, we will again be announcing the recipients of the Best Reviewer Awards during our business meeting.
Let me pay particular thanks to all of you who submitted a paper or symposium. I am pleased to tell you that this year, the Academy will feature 35 HCMD papers and three symposia. Two of the symposia have been singled out for particular merit. One symposium, *Networks for Research and Research on Networks in Health Care*, organized by Louise Fitzgerald, was selected as an All-Academy session. Additionally, *Coordination of Expertise in High-Reliability Work Environments: What Constitutes Effective Practice*, organized by Samer Faraj, was chosen as a Showcase Symposium. I am also pleased to announce the recipients of the HCMD paper awards:

- **Best Paper Award** – *A Longitudinal Analysis of the Impact of Workplace Empowerment on Staff Nurses’ Work Satisfaction*. Heather K. Spence Laschinger (U. of Western Ontario), Joan Finegan (U. of Western Ontario), Judith Shamian (Health Canada), Piotr Wilk (U. of Western Ontario)

- **Best Paper Based on a Dissertation** – *Factors that Influence Line Managers’ Perceptions of Hospital Performance Data*. Liane Soberman Ginsburg (U. of Calgary)

- **Best Theory-to-Practice Paper** – *Does Quality of Care Lead to Better Financial Performance? The Case of the Nursing Home Industry*. Robert J. Weech-Maldonado (Pennsylvania State U.), Gerald Neff (Kaufman, Hall, and Associates), Vince Mor (Brown U.)

This year’s program features a paper authored by Sharon Topping accepted as part of the shared interest track focusing on Networks and Firm Performance. In addition, a number of interactive paper sessions are scheduled. While several HCMD papers are part of IPS’s with papers from several different divisions, there are two interactive sessions that are devoted almost exclusively to health care management issues. The first is Tuesday at 8:30 and is titled “Quality in Healthcare Management and Delivery” and will be facilitated by Jim Paul from the University of Kansas. The second is also scheduled for Tuesday but this one at 10:30 and is titled, “Some Central Issues in Effective Healthcare Management.” The facilitator is Carmen Martinez-Lopez from the University of Texas, Pan American.

I would like to invite all of you to join us at the Division’s Distinguished Speaker session scheduled for Monday at 4:10 followed immediately by the annual Business Meeting at 5:30 and reception scheduled for 7:00. Our distinguished speaker this year is William F. Jessee, MD, CMPE, President and CEO of the Medical Group Management Association. Thanks ever so much to Kathleen Montgomery for her efforts arranging Dr. Jessee’s time with us.

Prior to concluding, I would like to single out for particular thanks Kathleen Montgomery and Sharon Topping. During those times when I was fumbling in the dark without a clue as to what to do next, Kathleen and Sharon were there with an encouraging word and an expression of total and complete confidence. I am so grateful for their unwavering help and support. Finally I must express my sincerest appreciation to everyone in this Division. Whenever I called or e-mailed with a request, you were there and available to help in whatever capacity you could. The success of this Program is due totally to the time, energy, and talent of everyone who had a hand in this enterprise. Please accept my sincere and heartfelt thanks. I look forward to seeing all of you this August in Denver.

**Leonard H. Friedman**

*2002 HCMD Program Chair*
HCMD Program: 2002 Annual Academy of Management Meeting

MONDAY

8:30 AM
Division Welcome
8:30 – 8:45 Convention Center, A112
Program Chair: Leonard H. Friedman, Oregon State U.

8:45 AM
Paper Session: Quality in Healthcare: Moving Beyond Measurement
8:45 – 10:20 Convention Center, A112
Chair: Eric S. Williams, U. of Alabama, Tuscaloosa
Factors that Influence Line Managers’ Perceptions of Hospital Performance Data, Liane Soberman Ginsburg, U. of Calgary
Winner of HCM Division Best Paper Based on a Dissertation Award
Discussants: Diana W. Hilbermann, U. of California, Los Angeles

10:40 AM
All Academy Symposium: Networks for Research and Research on Networks in Health Care
10:40 – 12:00 Adams Mark Plaza Ballroom A, B, & C
Chair: Louise Fitzgerald, De Montfort U.
Aggregation in Qualitative Research: Producing an Overview of Research in Health Care, Sue Dopson, Templeton College, Oxford U.
The Researcher-Decision Maker Partnership: Some Observations from Experience, Trish Reay, U. of Alberta
Institutionalizing a Research Collaboration from Networks, Sites of Difference and Boundaries, Kathleen Montgomery, U. of California, Riverside
Engaging Researchers and Practitioners in the Scholarship of Discovery Through a Longitudinal Study, Rhonda M. Engleman, U. of Minnesota

SIT: Paper Session: Networks and Firm Performance
10:40 – 12:00 Convention Center, C204
Facilitator: Marlene Burkhardt, Juniata College
OB: Interpersonal Relationships at the Top, David Butcher, Cranfield U.; Sally Atkinson, Cranfield U.
OB: The Pervasive Effects of Network Content, Brooke Harrington, Brown U.
ENT: The Effects of Underwriter Networks on IPO Performance, Hyeon Jeong Park, Cornell U.
HCM: The Entrepreneurial Process in Health Care: The Nashville Network, Sharon Topping, U. of Southern Mississippi; Jon Carr, U. of Southern Mississippi; Beth Woodard, Belmont U.; Michael Burcham, Paradigm Health; Kina Johnson, U. of Southern Mississippi

2:30 PM
Symposium (HCM, MED): Perspectives on Chief Executive Officers (CEOs) Learning: The "Professional Context," "Social Learning" in Groups and "Transformative Learning" in the Executive Suite
2:30 – 3:50 Convention Center, A106, T2
How Focus Works: Time Allocation, Relational Coordination and Performance in Care Provider Groups, Jody Hoffer Gittell, Brandeis U.
Study of Team Excellence: Practices of Teams in High-Velocity, High-Stake Environment, Yan Xiao, U. of Maryland
Coordinating at the Interstices: Improving Reliability in Health Care, Karlene A. Roberts, U. of California, Berkeley
Expertise Coordination In High-Velocity High-Uncertainty Environments, Samer Farji, U. of Maryland
Discussants: V. Sambamurthy, U. of Maryland; Linda Argote, Carnegie Mellon U.

Interactive Paper Session: Unpacking Strategic Groups: Their Composition and Actions
2:30 – 3:50 Convention Center, A106, T2
Facilitator: Ashish Nanda, Harvard U.
BPS: Heterogeneity of Resource Profiles Among Strategic Group Members, Peter Foreman, U. of Illinois, Urbana-Champaign; Randall E. Westgren, U. of Illinois, Urbana-Champaign
BPS: Strategic Groups Behavior in Rapidly Changing Environments, Jose Angel Zuñiga Vicente, Salamanca U.
ENT: Is the Glass Half Full or Half Empty? Narratives From Entrepreneurs in Born Global and Gradual Globalizing Firms, Paula Danskin Harveston, Berry College; David Osborne, Berry College; Ben L. Kedia, U. of Memphis

4:10 PM
HCMD Distinguished Speaker Presentation
4:10 – 5:20 Convention Center, A112
Introduction: Kathleen Montgomery, U. of California, Riverside
Distinguished Speaker: William F. Jessee, MD, CMPE, President and CEO, Medical Group Management Association

Interactive Paper Session: A Long Term View of Organizational Change
4:10 – 5:20 Convention Center, C205, T4
Facilitator: Kenneth Murrell, West Florida U.
HCM: Hospital Restructuring and Downsizing and Psychological Burnout among Nursing Staff: A Longitudinal Study, Ronald J. Burke, York U.
ODC: Organizational Change as a Process of Death and Dying, Deone Maria Zell, California State U., Northridge

5:30 PM
Meeting: HCMD Business Meeting
5:30 – 6:30 Convention Center, A112
Division Chair: Sharon Topping, U. of Southern Mississippi

7:00 PM
HCMD Reception and Social
7:00 – 9:00 Convention Center, A202
Host: Leonard H. Friedman, Oregon State U.
TUESDAY

Interactive Paper Session: Building Effective Networks: Lessons Learned from Healthcare Organizations
8:30 – 10:10 Convention Center, A112
Chair: Bruce Fried, U. of North Carolina, Chapel Hill
Impact of Network and System Use on Hospital X-Inefficiency, Michael D. Rosko, Widener U.; Jose Proenca, Widener, U.
Emergency Department Overcrowding: Health Care System Failure from a Network Perspective, Philip Yoon, U. of Alberta
The Changing Configuration of Health Organizations: Revisiting the Taxonomy of Health Networks and Systems, Nicole Dubbs, Columbia U.; Gloria J. Bazzoli, Virginia Commonwealth U.; Stephen M. Shortell, U. of California, Berkeley; Peter D. Kralovec, Health Forum
Discussant: Rebecca Wells, Pennsylvania State U.

Interactive Paper Session: Quality in Healthcare Management and Delivery
8:30 – 10:10 Convention Center, A214, T4
Facilitator: Jim Paul, U. of Kansas Medical Center
HCM: The Impact of Implementation Factors on the Success of Healthcare Quality Improvement Programs, Jason L. Jensen, U. of North Dakota
OMT: Customization and Conformity: A Replication and Extension of Westphal, Gulati, and Shortell (1997), Kaumudi Misra, Case Western Reserve U.; Gil Preuss, Case Western Reserve U.; Jagdep Singh, Case Western Reserve U.

Interactive Paper Session: Diversity, Culture and Managing Human Resources
10:30 – 11:50 Convention Center, C105, T1
Facilitator: Alison Linstead, U. of Essex
GDO: Gender and Difference, Culture and Context in India Post, Elisabeth Mary Wilson, U. of Manchester
HR: The Effects of Network Groups on Minority Employee Turnover Intentions, Raymond A. Friedman, Vanderbilt U.; Brooks C. Holtom, Marquette U.
GDO: Relational Demography, Communication and Supervisor Satisfaction, Kawai Anita Chan, U. of Macau

Interactive Paper Session: Some Central Issues in Effective Healthcare Management
10:30 – 11:50 Convention Center, C205, T4
Facilitator: Carmen Leonor Martinez-Lopez, U. of Texas, Pan American
HCM: Organizational Learning, Diffusion of Innovation and International Collaboration in Telemedicine, David F. Robinson, David F. Texas Tech U.; Grant T. Savage, Grant T. U. of Alabama, Tuscaloosa; Kim Synow Campbell, U. of Alabama, Tuscaloosa
HCM: Managed Care and Physician Retirement Intentions: Implications for Health Care Managers, Bahman Bahrami, North Dakota State U.; John Elder, North Dakota State U.; Sarah Jacobson, North Dakota State U.
HCM: Organizational Issue Interpretations and Labels as Antecedents of Conflict Among Hospital Managers, Christopher Shook, U. of Texas, Arlington; Kathleen E. Vogen, U. of Texas, Arlington; Scott Scarborough, U. of Texas, Arlington

Interactive Paper Session: Hospitals and Nurses: Teamwork, Commitment, and Shared Success
2:30 – 3:50 Convention Center, A112
Chair: Linda Searle Leach, California State U., Fullerton
HCM: A Longitudinal Analysis of the Impact of Workplace Empowerment on Staff Nurses’ Work Satisfaction, Heather K. Spence Lashinger, U. of Western Ontario; Joan Finegan, U. of Western Ontario; Judith Shamian, Health Canada; Piotr Wilk, U. of Western Ontario
Winner of HCM Division Best Paper
HCM: Relationship between Nurse Staffing Levels and Hospital Resource Use, James D. Bramble, Creighton U.; Eugene C. Rich, Creighton U.
HCM: Professionalism and Organizational Citizenship Behavior (OCB): An Empirical Examination Among Israeli Nurses, Aaron Cohen, Haifa U.; Yardena Kol, Haifa U.
Discussant: E. Faye Wright, Case Western Reserve U.

IPC: Managing Turnover, Minimizing Layoffs
2:30 – 3:50 Convention Center, C205 T2
Facilitator: Mark B. Milstein U. of North Carolina, Chapel Hill

Interactive Paper Session: Service Line Management: Adding Value to Multiple Stakeholders
4:10 – 5:20 Convention Center, A112
Chair: S. Robert Hernandez, U. of Alabama, Birmingham
HCM: Service Line Implementation as a Contingency Process: Behavioral Health in the VA Health System, Timothy Hoff, State U. of New York, Albany
HCM: Value Definition and Measurement in Community Health Partnerships, Keith J. Benson, Winthrop U.; Robert J. Weech-Maldonado, Pennsylvania State U.; Larry D. Gaum, Texas A&M U.
Discussant: Beth Goodrick, Florida Atlantic U.
WEDNESDAY

9:00 AM
Paper Session: Research on the Interface of Consumers and Healthcare Delivery: Linking Theory and Practice
9:00 – 10:10 Convention Center, A112
Chair: Jullet A. Davis, U. of Alabama, Tuscaloosa
HCM: Novel Modes of Knowledge Production? Producer/Consumer Interactions in Health Services Research, Ewan Ferlie, Imperial College of Science, Technology and Medicine; Martin Wood
HCM: Waiting Lists in Dutch Health Care: An Analysis From an Organization Theoretical Perspective, Patrick Kenis, Tilburg U.
Discussant: Thomas F. Hilton, National Institutes of Health/National Institute on Drug Abuse

10:30 AM
Paper Session: Integrated Health Networks: Perspectives on Strategy
10:30 – 11:50 Convention Center, A112
Chair: Hanh Q. Trinh, U. of Wisconsin, Milwaukee
HCM: From the Ladder of Intended Vertical Integration Toward the Business of Realized Diversification, David R. Williams, U. of Alabama, Birmingham; Stephen J. O’Connor, U. of Alabama, Birmingham
Discussant: Joanne McGlown, Battelle Memorial Institute

1:00 PM
Caucus: Health Services Research Caucus
1:00 – 5:00 Adams Mark Hotel, Governors Square Room #9, Plaza Building
Chair: Thomas F. Hilton, National Institutes of Health/National Institute on Drug Abuse

Professional Development Workshop

Get ready for a stimulating and enjoyable pre-conference workshop! We will kick off the PDW for the Health Care Management Division with a reception on Friday evening, August 9, at 6:00 pm. This will be informal (i.e., “business casual”) and will include light snacks and a cash bar. If you’re new to the HCM Division and/or to the Academy, this is where you get to meet other members, share interests, trade stories, etc. Something new this year – we will announce the winner of the Best Student Paper award during the reception.

In keeping with the “Networking” theme, we will be offering two sessions with other divisions. On Sunday morning, we will join forces with Management Education for a session on “Teaching Skills in the 21st Century”, and on Saturday afternoon, we will collaborate with the Careers Division to offer “Issues Surrounding Employee Physical Health and Well-Being”.

As in past years, we will have separate “break-out” sessions for doctoral students and faculty, to address their specific needs. These are smaller, interactive sessions that address topics such as “Surviving a Dissertation” and “Managing the P&T Process”. As a former participant of several PDWs, I can tell you that these sessions are invaluable, often the best part of the weekend.

On Sunday, we will kick off with a stellar panel who will discuss “Research Skills for the 21st Century: The Use of Practice as a Source of Knowledge Creation”. The panel discussants include Margarete Arndt, Reuben McDaniel, Sharon Topping, and Stephen Mick. Need I say more?? We will conclude with a session on “Getting Published Early & Often”, featuring HCM members who are journal editors.

To register for the Health Care Management PDW, please contact me at kxd9@psu.edu by July 10. Simply send me an email stating that you would like to attend the PDW. You do not need a letter of recommendation, as in previous years. See you in Denver!

Kathryn Dansky
PDW Chair
**Distinguished Speaker for 2002 Meeting**

We are honored to have as our 2002 Distinguished Speaker Dr. William F. Jessee, President and Chief Executive Officer of the Medical Group Management Association (MGMA), the nation’s leading voice for group medical practice. Before joining MGMA in 1999, Dr. Jessee served for three years as Vice President for Quality and Managed Care Standards at the American Medical Association, where he led the AMA’s activities in clinical guidelines, quality improvement, and accreditation. He also holds academic appointments as Clinical Professor of Preventive Medicine and Biometrics at the University of Colorado Health Sciences Center in Denver, and as Adjunct Professor of Health Policy and Administration at the University of North Carolina School of Public Health, Chapel Hill.

Dr. Jessee’s topic will be, “Does Management Affect Healthcare Outcomes? What’s the Evidence?” This promises to be a stimulating presentation of central importance to the work of our members! Please be sure to reserve this time on your schedules to join us: Monday, August 12, 4:10-5:30, Convention Center A112.

*Kathleen Montgomery*

---

**Election Results: Officers For the Academy of Management As A Whole**

The election results from the 2002-2003 Ballot for the new Academy of Management officers are in! A total of 1456 ballots were counted using the Hare method.

The Academy of Management is pleased to announce the following officers for 2002-2003:

- **President:** Jone L. Pearce
- **President-Elect:** Rosalie L. Tung
- **Vice President & Program Chair:** Denise M. Rousseau
- **Vice President-Elect & Program Chair Elect:** Thomas G. Cummings
- **Representatives-At-Large:** Debra L. Shapiro, R. Duane Ireland, Sim B. Sitkin

The Board of Governors thanks all participants in this year’s election.

---

**Division Website**

Please contact Jane Banaszak-Holl at janebh@umich.edu if you can help with the HCMD website.

---

**Health Care Management Division**

**Academy of Management**

Rebecca Wells, Editor
Department of Health Policy and Administration
The Pennsylvania State University
116 Henderson Building
University Park, Pa 16802

Phone: 814-865-8893
Email: rsw8@psu.edu

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. All comments or questions related to the newsletter should be sent to Rebecca Wells at the address listed above.

Please be aware that email changes should be sent to the listserv manager.