<table>
<thead>
<tr>
<th>Start Time</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>6:00 pm</td>
<td>HCM Welcome Reception &amp; Introductions  •  S: Gball 3</td>
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<tr>
<td>7:30 pm</td>
<td>Doctoral Students and Junior Faculty  •  S: Gball 2</td>
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<tr>
<td>8:00 am</td>
<td>HCM: Break-Out sessions  •  S: Gball 3</td>
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<td>8:30 am</td>
<td>Research, Teaching, &amp; Service:  •  S: Gball 3</td>
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<td>10:15 am</td>
<td>Strategies for Success  •  S: Gball 3</td>
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<td>10:30 am</td>
<td>HCM Breakfast  •  S: Gball 3</td>
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<td>12:00 pm</td>
<td>HCM Lunch  •  S: Gball 3</td>
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<td>1:00 pm</td>
<td>Grantwriting: What You Need to  •  S: Gball 3</td>
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<tr>
<td>1:30 pm</td>
<td>HCM Welcome Reception and Introductions: Forming Networks for Your Teaching and Research Needs  •  S: Gball 3</td>
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<tr>
<td>2:00 pm</td>
<td>HCM: The Two Journeys of Academe  •  S: Gball 2</td>
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<td>The Two Journeys of Academe: T  •  S: Gball 3</td>
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<td>3:00 pm</td>
<td>Management of the Tenure Process  •  S: Gball 3</td>
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<td>4:00 pm</td>
<td>Career Opportunities: Pluralis  •  S: Gball 3</td>
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<tr>
<td>6:00 pm</td>
<td>HCM Continental Breakfast and Networking  •  S: Gball 3</td>
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<td>7:30 am</td>
<td>HCM: Faculty Forum on Emerging Topics  •  S: Gball 3</td>
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<td>9:00 am</td>
<td>Division Welcome  •  S: Gball 3</td>
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<td>9:00 pm</td>
<td>P: Hospital Financial Strategy  •  S: Gball 3</td>
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<td>1:00 pm</td>
<td>P: Balancing Physician Roles  •  S: Gball 3</td>
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<td>2:30 pm</td>
<td>P: Trust and Teamwork  •  S: Gball 3</td>
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<td>4:10 pm</td>
<td>Distinguished Speaker  •  S: Gball 3</td>
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<td>5:30 pm</td>
<td>M: Business Meeting  •  S: Gball 3</td>
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<tr>
<td>6:30 pm</td>
<td>Social Hour  •  S: Gball 3</td>
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<td>8:30 am</td>
<td>Workshop Chair: Sharon Topping, University of North Carolina  •  S: Gball 3</td>
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<td>8:50 am</td>
<td>P: Healthcare Market Change  •  S: Gball 3</td>
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<td>10:30 am</td>
<td>P: Workforce Reduction and Stress  •  S: Gball 3</td>
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<td>3:40 pm</td>
<td>P: Perspectives on Managed Care  •  S: Gball 3</td>
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<tr>
<td>9:00 am</td>
<td>P: Professional Learning  •  S: Gball 3</td>
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<tr>
<td>10:40 am</td>
<td>P: Legal Knowledge and Practice  •  S: Gball 3</td>
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### Friday 6:00 pm

**503. HCM Welcome Reception and Introductions:**

Doctoral Students and Junior Faculty
- 6:00-7:30 Swiss: Gball 3


**Coordinator:** Sharon Topping, U. of North Carolina, Chapel Hill

**By invitation only**

### Friday 7:30 pm

**504. Junior Faculty Breakout Session:**

Forming Networks for Your Teaching and Research Needs
- 7:30-9:00 Swiss: Gball 2

**Facilitators:** John D. Blair, Texas Tech U.; Barbara Bigelow, Clark U.; Kathryn H. Dansky, Pennsylvania State U.; Stephen J. O’Connor, U. of Wisconsin, Milwaukee; Grant T. Savage, U. of Alabama, Tuscaloosa; Bryan Weiner, Tulane U.

**Coordinator:** Sharon Topping, U. of North Carolina, Chapel Hill

**By invitation only**

Saturday 8:30 am

507. Research, Teaching, & Service: A Balanced Academic Life
- 8:30-10:00 Swiss: Gball 3
By invitation only
Chair: Kathryn H. Dansky, Pennsylvania State U.
Panel: Bruce J. Fried, U. of North Carolina, Chapel Hill; Kathleen Montgomery, U. of California, Riverside; John Valentine, Florida Atlantic U.; Donna Malvey, U. of South Florida

Saturday 10:15 am

508. Strategies for Success
- 10:15-12:00 Swiss: Gball 3
By invitation only
Chair: Jon Chilingerian, Brandeis U.
Panel: David Grazman, U. of Southern California; Christy H. Lemak, U. of Florida; Barbara Bigelow, Clark U.; Margarete Arndt, Clark U.; Ann Langley, U. of Quebec, Montreal; Gary J. Young, Boston U.

Saturday 12:00 pm

509. Lunch: Pizza as a Networking Tool for Doctoral Students and Junior Faculty
- 12:00-1:00 Swiss: Gball 3
Facilitators: All Panelists & Chairs. By invitation only
Organizer: Sharon Topping, U. of North Carolina, Chapel Hill

Saturday 1:00 pm

510. Grantwriting: What You Need to Know to Get Funded
- 1:00-2:15 Swiss: Gball 3
By invitation only
Chair: Thomas D'Aunno, U. of Chicago
Panel: Mary L. Fennell, Brown U.; Grant T. Savage, U. of Alabama, Tuscaloosa; Maria A. Friedman, HCFA

Saturday 2:30 pm

511. HCM: The Two Journeys of Academe: The Dissertation Journey
- 2:30-4:00 Swiss: Gball 2
For Doctoral Students Only
Chair: Eric A. Goodman, Fort Hays State U.
Panel: Myron D. Fottler, U. of Alabama, Birmingham; Timothy J. Hoff, State U. of New York, Albany; David J. Ketchen Jr., Louisiana State U.

512. The Two Journeys of Academe: The Promotion and Tenure Journey
- 2:30-4:00 Swiss: Gball 3
Junior Faculty Only
Chair: Jacqueline S. Zinn, Temple U.

Saturday 4:00 pm

513. Career Opportunities: Pluralism in Health Care

Sunday 7:30 am

514. Continental Breakfast and Networking Forum for Doctoral Students and Junior Faculty
- 7:30-8:30 Swiss: Gball 2
Coordinator: Sharon Topping, U. of North Carolina, Chapel Hill
Facilitators: Leonard H. Friedman, Oregon State U.; Kathleen Montgomery, U. of California, Riverside; E. Jose Proenca, Widener U.

Sunday 8:00 am

515. Faculty Forum: Emerging Topics in Health Services Research From the Interorganizational and Organizational Perspective
- 8:00-10:30 Swiss: Gball 3
By invitation only
Chair: Jane C. Banaszak-Holl, U. of Michigan

Sunday 10:30 am

516. Advancing Your Research Career: Advice From the Editors
- 10:30-12:00 Swiss: Gball 3
By invitation only
Chair: Jon Chilingerian, Brandeis U.
Panel: Margarete Arndt, Clark U.; Barbara Bigelow, Clark U.; James P. Johnson, Editor, Journal of Healthcare Management; Rita D. Kosnik, Associate Editor, Academy of Management Journal; Sheila Puffer, Editor, Academy of Management Executive; Stephen M. Shortell, U. of California, Berkeley

Monday 8:45 am

517. Division Welcome
- 8:45-9:00 Hyatt West: Columbian
Program Chair: Jacqueline S. Zinn, Temple U.

Monday 9:00 am

518. Paper: Financial Strategy and Performance in Hospitals
- 9:00-10:20 Hyatt West: Columbian
Chair: Bruce J. Fried, U. of North Carolina, Chapel Hill
Community Control and Pricing patterns of Nonprofit Hospitals: Findings and Antitrust Implications, Gary J. Young, Boston U.; Kamal Desai, Boston U.
Published in Conference Proceedings
Does Reengineering Really Work? An Examination of the Context and Outcomes of Hospital Reengineering Initiatives, Stephen Lee Walston, Cornell U.; John R.
Chair: Lawton Robert Burns, U. of Pennsylvania

Interorganizational Strategies in the Health Industry: Effects on Hospital Financial Performance, Gloria J. Bazzoli, Northwestern U.; Benjamin Chan, Health Research and Educational Trust; Stephen M. Shortell, U. of California, Berkeley

Winner of HCM Division Best Paper Award
Published in Conference Proceedings

Discussant: Lawrence Van Horn, U. of Rochester

Monday 1:00 pm

**519. Paper: The Physician as Employee, Manager, Entrepreneur: Balancing New Roles**
- 1:00-2:10 Hyatt West: Columbian
  
  Chair: Robert C. Myrtle, U. of Southern California
  
  The Paradox of Legitimacy: Factors Decreasing the Likelihood of Physician Executives Practicing Medicine, Timothy J. Hoff, State U. of New York, Albany

  Physician Transition Journeys: Developing Dual Commitment on the Road from Private Practice to Employment, Jeffery A. Thompson, U. of Minnesota

  Winner of HCM Division Best Paper Based on a Dissertation Award

  Relationship Navigator or Relationship Ostrich? Linking Stakeholder Management Styles to Key Firm Resources, John D. Blair, Texas Tech U.; Starr A. Blair, Texas Tech U.; Myron D. Fottler, U. of Alabama, Birmingham;

  Timothy W. Nix, Texas Tech U.; Gregory Tyge Payne, Texas Tech U.; Grant T. Savage, U. of Alabama, Tuscaloosa

  Discussant: Eric S. Williams, U. of Missouri, Columbia

Monday 2:30 pm

**520. Paper: Trust and Teamwork in Hospital Settings**
- 2:30-3:50 Hyatt West: Columbian
  
  Chair: Kathryn H. Dansky, Pennsylvania State U.
  
  Absence Culture: The Effects of Union Membership Within Work Groups and Industrial Relations Climate, Roderick D. Iverson, U. of Melbourne, Australia; Donna M. Buttingie, Templeton College, U. of Oxford; Catherine Maguire, U. of Melbourne, Australia

  Trust in Mangement as a Mediator of Empowerment in Health Services Employees, E. Jose Proenca, Widener U.

  Selected Determinants of Performance within a Set of Health Care Teams, Karl J. McCleary, Loma; S. Robert Hernandez, U. of Alabama, Birmingham

  Discussant: Timothy J. Hoff, State U. of New York, Albany

Monday 4:10 pm

**521. HCM Distinguished Speaker Presentation**
- 4:10-5:10 Hyatt West: Columbian
  
  Chair: Barbara Bigelow, Clark U.
  
  Distinguished Speaker: Patrick G. Hays, Blue Cross/Blue Shield Association

Monday 5:30 pm

**522. Meeting: Division Business Meeting**
- 5:30-6:15 Hyatt West: Columbian
  
  Chair: Stephen J. O'Connor, U. of Wisconsin, Milwaukee

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**Monday 6:30 pm**

**523. Social Hour**
- 6:30-7:30 Hyatt West: Columbian
  
  Chair: Barbara Bigelow, Clark U.

**Tuesday 8:50 am**

- 8:50-10:10 Hyatt West: Columbian
  
  Chair: Margarete Arndt, Clark U.
  
  VA Medical Centers As A Safety Net In A Changing Urban Environment, Blair D. Gifford, U. of Colorado, Denver; Diane C. Cowper, Hines VA Hospital; Larry M. Manheim, Northwestern U.

  Radical Change in Alberta Health Care: The Recomposition of an Organizational Field, Trish Reay, U. of Alberta


  Discussant: Christopher L. Shook, U. of Texas, Arlington

Tuesday 2:00 pm

**525. Paper: Workforce Reduction and Employee Stress in Hospitals**
- 2:00-3:20 Hyatt West: Columbian
  
  Chair: Kathleen Montgomery, U. of California, Riverside
  
  Workforce Reduction Practices and Perceptions of Organizational Dysfunction in Canadian Hospitals, Kent Vernon Rondeau, U. of Alberta; Terry Hubert Wagar, St. Mary's U.

  Predicting Who Resigns and Who Gets Laid-Off in a Hospital Environment of Repeated Downsizing: An Event History Analysis, Roderick D. Iverson, U. of Melbourne, Australia;

  Jacqueline A. Pullman, U. of Melbourne, Australia

  The Direct and Mediating Roles of Personality and Moods in Nursing Burnout in Two Hospitals, Kelly Lee Zellars, U. of Alabama, Birmingham

  Discussant: L. Michele Issel, U. of Illinois, Chicago

Tuesday 3:40 pm

**526. Paper: Three Perspectives on Performance in Managed Care**
- 3:40-5:00 Hyatt West: Columbian
  
  Chair: John Valentine, Florida Atlantic U.
  
  The Effects of Open Access on Member Satisfaction and Intentions to Remain in an HMO, John E. Gamble, U. of Alabama; Marjorie L. Icenogle, U. of South Alabama; Norman B. Bryan, Georgia State U.; Daniel A. Rickert, PrimeHealth, Inc.


  All Care is Managed: Evidence from Mental Health Providers on the Impact of Utilization Controls, Bruce J. Fried, U. of North Carolina, Chapel Hill; Joseph P. Morrissey, U. of North Carolina, Chapel Hill; Scott Stroup, U. of North Carolina, Chapel Hill

  Discussant: Eric G. Kirby, Texas Tech U.
**Wednesday 9:00 am**

527. Paper: **Spanning the "Knowledge Gap": Learning by Health Care Professionals**
- 9:00-10:20 Hyatt West: Columbian

*Chair: Judith W. Alexander, U. of South Carolina*


*Published in Conference Proceedings*

**The Effectiveness of Teaching Medical and Allied Health Professionals Methods and Tools for Improving Practice.** Diane M. Irvine, U. of Toronto; Ross G. Baker, U. of Toronto; John Bohnen, St. Michael's Hospital; Catherine Zahn, Toronto Hospital; Michael Murray, U. of Toronto; Jennifer Carryer, U. of Toronto

**Implementing Computerized Medical Records: Physicians' Response to Change.** Camille K. Barsukiewicz, State U. of New York, Cortland

*Discussant: Jeanine Warisse Turner, Georgetown U.*