Healthcare Management Forum - Author Information

INTRODUCTION

Please consult this Guide for Authors for further details on the requirements for submitting your paper to Healthcare Management Forum. The guidelines described in this document should be adhered to carefully, to ensure high-quality and rapid publication of your manuscript.

Aims and Scope
Healthcare Management Forum is the official peer-reviewed journal of the Canadian College of Health Leaders. It is published on-line only, six times a year and is circulated to approximately 3,000 health leaders who work in a variety of environments including (but not limited to) medical companies, health authorities, multi-level care facilities, hospitals, public and private health agencies, health charities, the Canadian military and all levels of the Canadian government. It is also available in universities and libraries throughout Canada, the United States and overseas. The journal publishes articles on leading practices related to health leadership. This includes recent research, new technology and professional practices from health leaders' perspectives.

Summary of Minimum Specifications
Original articles should not exceed 2,000 words (excluding abstracts, references and tables). Methodology sections should be as short as necessary, while presenting the basic information necessary to enable the reader to understand the steps taken. The number of tables, graphs and figures (or a combination of all three) should not exceed three, for a 2,000-word article. Conversely, if long sections of descriptive text can be categorized and synthesized in a table or graph, this should be done. In addition, only those references essential to the integrity of the paper should be listed. If appropriate, authors should make complete methodology sections and lists of references available to readers on request. Manuscripts that do not meet these specifications will be returned to the author for appropriate revisions prior to being sent out for peer review.

Page Charges
This journal has no page charges.

Please visit http://mc.manuscriptcentral.com/hmf to begin the submission process. All manuscripts must be submitted on-line. The journal will not consider manuscripts for publication if authors do not comply with the following instructions.

BEFORE YOU BEGIN

Ethics in Publishing
This journal is a member of the Committee on Publication Ethics (COPE). For information on ethics in publishing and ethical guidelines for journal publication see http://www.sagepub.com/journalgateway/ethics.htm.

Conflict of Interest
All authors are requested to disclose any actual or potential conflict of interest including any financial, personal or other relationships with other people or organizations within three years of beginning the submitted work that could inappropriately influence, or be perceived to influence, their work.

Submission Declaration
Submission of an article implies that the work described has not been published previously (except in the form of an abstract or as part of a published lecture or academic thesis), that it is not under consideration for publication elsewhere, that its publication is approved by all authors and tacitly or explicitly by the responsible authorities where the work was carried out, and that, if accepted, it will not be published elsewhere in the same form, in English or in any other language, including electronically without the written consent of the copyright-holder.

Contributors
Each author is required to declare his or her individual contribution to the article: all authors must have materially participated in the research and/or article preparation, so roles for all authors should be described. The statement that all authors have approved the final article should be true and included in the disclosure.
Authorship
All authors should have made substantial contributions to all of the following: (1) the conception and design of the study, or acquisition of data, or analysis and interpretation of data, (2) drafting the article or revising it critically for important intellectual content, (3) final approval of the version to be submitted.

Clinical Trial Results
In line with the position of the International Committee of Medical Journal Editors, the journal will not consider results posted in the same clinical trials registry in which primary registration resides to be prior publication if the results posted are presented in the form of a brief structured (less than 500 words) abstract or table. However, divulging results in other circumstances (e.g., investors’ meetings) is discouraged and may jeopardize consideration of the manuscript. Authors should fully disclose all posting in registries of results of the same or closely related work.

Copyright
Upon acceptance of an article, authors will be asked to complete a 'Journal Publishing Agreement' (for more information on this and copyright see http://www.sagepub.com/journalgateway/pubPolicies.htm). Acceptance of the agreement will ensure the widest possible dissemination of information. An e-mail will be sent to the corresponding author confirming receipt of the manuscript together with a ‘Journal Publishing Agreement’ form or a link to the on-line version of this agreement. Subscribers may reproduce tables of contents or prepare lists of articles including abstracts for internal circulation within their institutions. Permission of the Publisher is required for resale or distribution outside the institution and for all other derivative works, including compilations and translations (please consult http://www.sagepub.com/journalgateway/pubPolicies.htm#). If excerpts from other copyrighted works are included, the author(s) must obtain written permission from the copyright owners and credit the source(s) in the article.

Retained Author Rights
As an author you (or your employer or institution) retain certain rights; for details you are referred to: http://www.sagepub.com/journalgateway/pubPolicies.htm#7.

Role of the Funding Source
You are requested to identify who provided financial support for the conduct of the research and/or preparation of the article and to briefly describe the role of the sponsor(s), if any, in study design; in the collection, analysis and interpretation of data; in the writing of the report; and in the decision to submit the paper for publication. If the funding source(s) had no such involvement then this should be stated. Please see http://www.sagepub.com/journalgateway/pubPolicies.htm#.

Open Access
If you or your funder wish your article to be freely available on-line to non-subscribers immediately upon publication (gold open access), you can opt for it to be included in SAGE Choice, subject to payment of a publication fee. The manuscript submission and peer review procedure is unchanged. On acceptance of your article, you will be asked to let SAGE know directly if you are choosing SAGE Choice. To check journal eligibility and the publication fee, please visit SAGE Choice. For more information on open access options and compliance at SAGE, including self author archiving deposits (green open access) visit SAGE Publishing Policies on our Journal Author Gateway.

Submission
Submission to this journal proceeds totally on-line. Use the following guidelines to prepare your article. Via the on-line submission site of this journal (http://mc.manuscriptcentral.com/hmf) you will be guided stepwise through the creation and uploading of the various files. The system automatically converts source files to a single Adobe Acrobat PDF version of the article, which is used in the peer-review process. Please note that even though manuscript source files are converted to PDF at submission for the review process, these source files are needed for further processing after acceptance. All correspondence, including notification of the Managing Editor's decision and requests for revision, takes place by e-mail and via the author's homepage, removing the need for a hard-copy paper trail. Exceptions may occur and, if necessary, the Managing Editor will contact the author through an e-mail account that is separate from the on-line submission system.

Review and Action
All manuscripts will be acknowledged upon receipt and reviewed by the Managing Editor. Original articles will be sent for “blind review” to two or more external referees. Manuscripts will be evaluated according to the following criteria: their practical relevance and significance to health services management; the degree to which they advance knowledge; the quality of presentation; the soundness of the methodology; linkage between theory and practice; and the appropriateness of conclusions. A manuscript may be returned without review if judged to be inappropriate for publication. Authors should expect reviews to take from 30 to 60 days after receipt of their manuscript.
PREPARATION

Language
Please write your text in good English (American or British usage is accepted, but not a mixture of these). Use decimal points (not decimal commas); use a comma for thousands (1,000 and above).

Use of Word-processing Software
It is important that the file be saved in the "native" format of the word processor used. The text should be in single-column format. Keep the layout of the text as simple as possible. Most formatting codes will be removed and replaced on processing the article. In particular, do not use the word processor's options to justify text or to hyphenate words. However, do use bold face, italics, subscripts, superscripts etc. Do not embed "graphically designed" equations or tables, but prepare these using the word processor's facility. When preparing tables, if you are using a table grid, use only one grid for each individual table and not a grid for each row. If no grid is used, use tabs, not spaces, to align columns. The electronic text should be prepared in a way very similar to that of conventional manuscripts (see also SAGE's Manuscript Submission Guidelines: http://www.sagepub.com/journalgateway/msg.htm. Do not import the figures into the text file but, instead, indicate their approximate locations directly in the electronic text and on the manuscript. See also the section on Electronic illustrations. To avoid unnecessary errors you are strongly advised to use the "spell-check" and "grammar-check" functions of your word processor. http://www.sagepub.com/journalgateway/getPublished.htm

Only electronic files conforming to the journal's guidelines will be accepted. Preferred formats for the text and tables of your manuscript are Word DOC, RTF, XLS. LaTeX files are also accepted.

Abstract
A concise and factual abstract is required. The abstract should state briefly the purpose of the research, the principal results and major conclusions. An abstract is often presented separately from the article, so it must be able to stand alone. For this reason, References should be avoided. Abstracts must be limited to a single paragraph with no more than 150 words.

Essential Title Page Information
Title. Concise and informative. Titles are often used in information-retrieval systems. Avoid abbreviations and formulae where possible.

Author names and affiliations. Where the family name may be ambiguous (e.g., a double name), please indicate this clearly. Present the authors' affiliation addresses (where the actual work was done) below the names. Indicate all affiliations with a lower-case superscript letter immediately after the author's name and in front of the appropriate address. Provide the full postal address of each affiliation, including the country name, and, if available, the e-mail address of each author.

Corresponding author. Clearly indicate who is willing to handle correspondence at all stages of refereeing and publication, also post-publication. Ensure that telephone and fax numbers (with country and area code) are provided in addition to the e-mail address and the complete postal address.

Present/permanent address. If an author has moved since the work described in the article was done, or was visiting at the time, a "Present address" (or "Permanent address") may be indicated as a footnote to that author's name. The address at which the author actually did the work must be retained as the main, affiliation address. Superscript Arabic numerals are used for such footnotes.

Acknowledgements
Collate acknowledgements in a separate section at the end of the article before the references and do not, therefore, include them on the title page, as a footnote to the title or otherwise. List here those individuals who provided help during the research (e.g., providing language help, writing assistance or proof reading the article, etc.).

Footnotes
Footnotes should be used sparingly. Number them consecutively throughout the article, using superscript Arabic numbers. Many word processors build footnotes into the text, and this feature may be used. Should this not be the case, indicate the position of footnotes in the text and present the footnotes themselves separately at the end of the article. Do not include footnotes in the Reference list.
Table footnotes
Indicate each footnote in a table with a superscript lowercase letter.

Image Manipulation
While it is accepted that authors sometimes need to manipulate images for clarity, manipulation for purposes of deception or fraud will be seen as scientific ethical abuse and will be dealt with accordingly. For graphical images, this journal is applying the following policy: no specific feature within an image may be enhanced, obscured, moved, removed, or introduced. Adjustments of brightness, contrast, or color balance are acceptable if and as long as they do not obscure or eliminate any information present in the original. Non-linear adjustments (e.g. changes to gamma settings) must be disclosed in the figure legend.

Electronic Artwork

General points
- Make sure you use uniform lettering and sizing of your original artwork.
- Save text in illustrations as "graphics" or enclose the font.
- Only use the following fonts in your illustrations: Arial, Courier, Helvetica, Times, Symbol.
- Number the illustrations according to their sequence in the text.
- Use a logical naming convention for your artwork files.
- Provide captions to illustrations separately.
- Produce images near to the desired size of the published version.

Submit each figure as a separate file.

A detailed guide on electronic artwork is available on our website: http://www.sagepub.com/journalgateway/msg.htm.

Formats
Artwork Guidelines: For guidance on the preparation of illustrations, pictures and graphs in electronic format, please visit Artwork Guidelines section in SAGE’s SAGE’s manuscript submission guidelines page. Figures supplied in color will appear in color on-line regardless of whether or not these illustrations are reproduced in color in the printed version. For specifically requested color reproduction in print, you will receive information regarding the costs from SAGE after receipt of your accepted article from the production editor.

Please do not:
- Supply embedded graphics in your word processor (spreadsheet, presentation) document;
- Supply files that are optimized for screen use (like GIF, BMP, PICT, WPG); the resolution is too low;
- Supply files that are too low in resolution;
- Submit graphics that are disproportionately large for the content.

Mark the appropriate position of a figure in the article.

Color Artwork
Please make sure that artwork files are in an acceptable format (TIFF, EPS or MS Office files) and with the correct resolution. If, together with your accepted article, you submit usable color figures then SAGE will ensure, at no additional charge, that these figures will appear in color on the journal web site.

Figure Captions
Ensure that each illustration has a caption. Supply captions separately, not attached to the figure. A caption should comprise a brief title (not on the figure itself) and a description of the illustration. Keep text in the illustrations themselves to a minimum but explain all symbols and abbreviations used.

Text Graphics
Present incidental graphics not suitable for mention as figures, plates or schemes at the end of the article and number them "Graphic 1", etc. Their precise position in the text can then be indicated. See further under Electronic artwork. If you are working with LaTeX and have such features embedded in the text, these can be left, but such
embedding should not be done specifically for publishing purposes. Further, high-resolution graphics files must be provided separately.

Tables
Number tables consecutively in accordance with their appearance in the text. Place footnotes to tables below the table body and indicate them with superscript lowercase letters. Avoid vertical rules. Be sparing in the use of tables and ensure that the data presented in tables do not duplicate results described elsewhere in the article.

References

Citation in text
Please ensure that every reference cited in the text is also present in the reference list (and vice versa). Unpublished results and personal communications are not recommended in the reference list, but may be mentioned in the text. If these references are included in the reference list they should follow the standard reference style of the journal and should include a substitution of the publication date with either "Unpublished results" or "Personal communication"
Citation of a reference as "in press" implies that the item has been accepted for publication.

Web references
As a minimum, the full URL should be given. Any further information, if known (DOI, author names, dates, reference to a source publication, etc.), should also be given. Web references can be listed separately (e.g., after the reference list) under a different heading if desired, or can be included in the reference list.

References in a special issue
Please ensure that the words 'this issue' are added to any references in the list (and any citations in the text) to other articles in the same Special Issue.

Reference Style
Text: Indicate references by (consecutive) superscript arabic numerals in the order in which they appear in the text. The numerals are to be used outside periods and commas, inside colons and semicolons. For further detail and examples you are referred to the AMA Manual of Style, A Guide for Authors and Editors, Ninth Edition, ISBN 0-683-40206-4, copies of which may be ordered from Lippincott Williams & Wilkins (http://www.lww.com/index.html).

List: Number the references in the list in the order in which they appear in the text. Include up to six authors. If there are more than six, include the first six followed by "et al."

Examples:

Reference to a journal publication:

Reference to a book:

Reference to a chapter in an edited book:

Journal Abbreviations Source Journal names should be abbreviated according to Index Medicus journal abbreviations:
Video data

*Healthcare Management Forum* accepts video material and animation sequences to support and enhance your scientific research. Authors who have video or animation files that they wish to submit with their article are strongly encouraged to include links to these within the body of the article. This can be done in the same way as a figure or table by referring to the video or animation content and noting in the body text where it should be placed. All submitted files should be properly labeled so that they directly relate to the video file's content. In order to ensure that your video or animation material is directly usable, please provide the files in one of our recommended file formats with a preferred maximum size of 50 MB. Please supply 'stills' with your files: you can choose any frame from the video or animation or make a separate image. These will be used instead of standard icons and will personalize the link to your video data. This journal is able to host approved supplemental materials on-line, alongside the full-text of articles. Supplemental files will be subjected to peer-review alongside the article. For more information please refer to SAGE's [Guidelines for Authors on Supplemental Files](#).

Supplementary Material

*Healthcare Management Forum* accepts electronic supplementary material to support and enhance your scientific research. Supplementary files offer the author additional possibilities to publish supporting applications, movies, animation sequences, high-resolution images, background datasets, sound clips and more. Supplementary files supplied will be published on-line alongside your article. In order to ensure that your submitted material is directly usable, please ensure that data are provided in one of our recommended file formats.

**Submission Checklist**

It is hoped that this list will be useful during the final checking of an article prior to sending it to the journal’s Managing Editor for review. Please consult this Guide for Authors for further details of any item.

**Ensure that the following items are present:**

- One Author designated as corresponding Author
  - E-mail address
  - Full postal address
  - Telephone and fax numbers
- All necessary files have been uploaded
  - Keywords
  - All figure captions
  - All tables (including title, description, footnotes)
- Further considerations
  - Manuscript has been "spell-checked" and "grammar-checked"
  - References are in the correct format for this journal
  - All references mentioned in the Reference list are cited in the text, and vice versa
  - Permission has been obtained for use of copyrighted material from other sources (including the web)
  - Color figures are clearly marked as being intended for color reproduction on the web (free of charge)

**AFTER ACCEPTANCE**

**Use of the Digital Object Identifier**

The Digital Object Identifier (DOI) may be used to cite and link to electronic documents. The DOI consists of a unique alpha-numeric character string which is assigned to a document by the publisher upon the initial electronic publication. The assigned DOI never changes. Therefore, it is an ideal medium for citing a document, particularly 'Articles in press' because they have not yet received their full bibliographic information.
The correct format for citing a DOI is shown as follows (example taken from a document in the journal *Physics Letters B*):

When you use the DOI to create URL hyperlinks to documents on the web, they are guaranteed never to change.

*Proofs*
One set of page proofs in PDF format will be sent by e-mail to the corresponding author (if we do not have an e-mail address then paper proofs will be sent by post). SAGE sends PDF proofs which can be annotated; for this you will need to download Adobe Reader version 7 (or higher) available free from [http://www.adobe.com/products/acrobat/readstep2.html](http://www.adobe.com/products/acrobat/readstep2.html). Instructions on how to annotate PDF files will accompany the proofs. The exact system requirements are given at the Adobe site: [http://www.adobe.com/products/acrobat/acrrsystemreqs.html#70win](http://www.adobe.com/products/acrobat/acrrsystemreqs.html#70win).

If you do not wish to use the PDF annotations function, you may list the corrections (including replies to the Query Form) and return to SAGE in an e-mail. Please list your corrections quoting line number. If, for any reason, this is not possible, then mark the corrections and any other comments (including replies to the Query Form) on a printout of your proof and return by fax, or scan the pages and e-mail, or by post. Please use this proof only for checking the typesetting, editing, completeness and correctness of the text, tables and figures. Significant changes to the article as accepted for publication will only be considered at this stage with permission from the Editor. We will do everything possible to get your article published quickly and accurately. Therefore, it is important to ensure that all of your corrections are sent back to us in one communication: please check carefully before replying, as inclusion of any subsequent corrections cannot be guaranteed. Proofreading is solely your responsibility. Note that SAGE may proceed with the publication of your article if no response is received.

*Offprints*
Offprints can be ordered by the authors. An order form with prices will be sent to the corresponding author.

**AUTHOR INQUIRIES**

For inquiries relating to the submission of articles (including electronic submission where available) please visit this journal's homepage or contact the Managing Editor at editor@sympatico.ca. Contact details for questions arising after acceptance of an article, especially those relating to proofs, will be provided by the publisher.