This Journal is a member of the Committee on Publication Ethics

This Journal recommends that authors follow the Recommendations for the Conduct, Reporting, Editing, and Publication of Scholarly Work in Medical Journals formulated by the International Committee of Medical Journal Editors (ICMJE).

Please read the guidelines below then visit the *Healthcare Management Forum* (*HMF*)'s submission site to upload your manuscript. Please note that manuscripts not conforming to these guidelines may be returned. Remember you can log in to the submission site at any time to check on the progress of your paper through the peer review process.

Only manuscripts of sufficient quality that meet the aims and scope of *HMF* will be reviewed.

There are no fees payable to submit or publish in this journal.

As part of the submission process you will be required to warrant that you are submitting your original work, that you have the rights in the work, and that you have obtained and can supply all necessary permissions for the reproduction of any copyright works not owned by you, that you are submitting the work for first publication in the Journal and that it is not being considered for publication elsewhere and has not already been published elsewhere. Please see our guidelines on prior publication and note that **HMF may accept submissions of papers that have been posted on pre-print servers**; please alert the Editorial Office when submitting (contact details are at the end of these guidelines) and include the DOI for the preprint in the designated field in the manuscript submission system. Authors should not post an updated version of their paper on the preprint server while it is being peer reviewed for possible publication in the journal. If the article is accepted for publication, the author may re-use their work according to the journal's author archiving policy.

If your paper is accepted, you must include a link on your preprint to the final version of your paper.

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1. What do we publish?

1.1 Aims & Scope

Before submitting your manuscript to *HMF*, please ensure you have read the Aims & 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.

1.2 Article types

Original articles should not exceed 2,500 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 2,500 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.

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The SAGE Author Gateway has some general advice and on [how to get published](#), plus links to further resources.

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2. Editorial policies

2.1 Peer review policy

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.

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2.2 Authorship

Papers should only be submitted for consideration once consent is given by all contributing authors. Those submitting papers should carefully check that all those whose work contributed to the paper are acknowledged as contributing authors.

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(i) Made a substantial contribution to the concept or design of the work; or acquisition, analysis or interpretation of data,
(ii) Drafted the article or revised it critically for important intellectual content,
(iii) Approved the version to be published,
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Authors should meet the conditions of all of the points above. When a large, multicentre group has conducted the work, the group should identify the individuals who accept direct responsibility for the manuscript. These individuals should fully meet the criteria for authorship.

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2.3 Acknowledgements

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2.5 Declaration of conflicting interests

It is the policy of *HMF* to require a declaration of conflicting interests from all authors enabling a statement to be carried within the paginated pages of all published articles.

Please ensure that a 'Declaration of Conflicting Interests' statement is included at the end of your manuscript, after any acknowledgements and prior to the references. If no conflict exists, please state that 'The Author(s) declare(s) that there is no conflict of interest'. For guidance on conflict of interest statements, please see the ICMJE recommendations here

2.6 Research ethics and patient consent

Medical research involving human subjects must be conducted according to the World Medical Association Declaration of Helsinki

Submitted manuscripts should conform to the ICMJE Recommendations for the Conduct, Reporting, Editing, and Publication of Scholarly Work in Medical Journals, and all papers reporting animal and/or human studies must state in the methods section that the relevant Ethics Committee or Institutional Review Board provided (or waived) approval. Please ensure that you have provided the full name and institution of the review committee, in addition to the approval number.

For research articles, authors are also required to state in the methods section whether participants provided informed consent and whether the consent was written or verbal.

Information on informed consent to report individual cases or case series should be included in the manuscript text. A statement is required regarding whether written informed consent for patient information and images to be published was provided by the patient(s) or a legally authorized representative. Please do not submit the patient's actual written informed consent with your article, as this in itself breaches the patient's confidentiality. The Journal requests that you confirm to us, in writing, that you have obtained written informed consent but the written consent itself should be held by the authors/investigators themselves, for example in a patient's hospital record. The confirmatory letter may be uploaded with your submission as a separate file.

Please also refer to the [ICMJE Recommendations for the Protection of Research Participants](#)

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HMF conforms to the [ICMJE requirement](#) that clinical trials are registered in a WHO-approved public trials registry at or before the time of first patient enrolment as a condition of consideration for publication. The trial registry name and URL, and registration number must be included at the end of the abstract.

2.8 Reporting guidelines

The relevant [EQUATOR Network](#) reporting guidelines should be followed depending on the type of study. For example, all randomized controlled trials submitted for publication should include a completed [CONSORT](#) flow chart as a cited figure and the completed CONSORT checklist should be uploaded with your submission as a supplementary file. Systematic reviews and meta-analyses should include the completed [PRISMA](#) flow chart as a cited figure and the completed PRISMA checklist should be uploaded with your submission as a supplementary file. The [EQUATOR wizard](#) can help you identify the appropriate guideline.

Other resources can be found at [NLM's Research Reporting Guidelines and Initiatives](#)

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3. Publishing Policies

3.1 Publication ethics

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4. Preparing your manuscript for submission

4.1 Formatting

The preferred format for your manuscript is Word. LaTeX files are also accepted. Word and (La)Tex templates are available on the Manuscript Submission Guidelines page of our Author Gateway.

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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).

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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). 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.

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

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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.

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4.2 Artwork, figures and other graphics

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Electronic Artwork
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Ensure that the following items are present:
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- Telephone and fax numbers
- All necessary files have been uploaded
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- All figure captions
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- References are in the correct format for this journal
- All references mentioned in the Reference list are cited in the text, and vice versa
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- List of serial title word abbreviations: http://www.issn.org/2-22661-LTWA-online.php
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