

# THE CHAPTER DISPATCH

## February 2005

### TOPICS IN THIS ISSUE

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### AT A GLANCE – Important Dates

*Mark your calendars!*

#### 2005

#### February

Feb 14 **CMOY and ASOE nominations** deadline  
Feb 15 Requests for **Complimentary Registrations** deadline

#### April

Apr 1 Nomination Deadline for **Chapter Presidents' Council (CPC) Rep Position**  
Apr 29 **Super Saver Discount** deadline for CMSA Annual Conference Registrations  
Apr 30 Entry Deadline for **Chapter Innovation and Excellence Awards**

#### June

Jun 21–25 **15<sup>th</sup> Annual Conf**, Orlando, FL

#### October

Oct 9–15 **National Case Management Week**

### 2005 Case Management Salary and Caseload Survey

Help us update the ADVANCE/CMSA 2003 Salary Survey by completing this year's salary and caseload survey. Simply go to [www.cmsa.org](http://www.cmsa.org) and click on the Online Survey link inside the 2005 Case Management Salary Survey section of the Home Page!

**Survey is active through March 1.** Please help promote this survey. This can be taken by both members and non-members. More participants will reflect an average with more accurate results!

*Watch for the results in the May/June 2005 issue of ADVANCE.*

### Athena Forum

Representing a new brand of text-based clinical education available on the Internet, [AthenaForum.com](http://AthenaForum.com) is accredited CE education with curriculum specifically designed using recent Needs Assessment research collected from a variety of 400 RN Case Managers nationwide. All CCM certificates are subsequently awarded by the Commission for Case Manager Certification (CCMC).

Athena Forum's course curriculum displays a growing number of 200-page courses on: asthma, behavioral health, breast cancer, CAD, CHF, COPD, diabetes, MS, women's health, obesity management, pain management, RA and more. Each permanent, searchable, state-of-the-art course is supervised by a clinical expert course director and updated quarterly. Courses are divided into four segments as in the Asthma Care example modules listed below:

*"Improving Outcomes in Asthma Care"*

- *Module A: Pathophysiology of Asthma - 50pp 1 CE RN & CCM*
- *Module B: Complications of Asthma Care - 50 pp 1 CE RN & CCM*
- *Module C: Pharmacologic & Biologic Agents in Asthma - 50 pp 1 CE RN & CCM*
- *Module D: Case Manager's Role in Asthma Care - 50pp 1 CE RN & CCM*

### Healthcare Company Enrollment

Healthcare employers can enroll employees for \$125 per participant, per year. One annual price includes dozens of CE certificates for RN and CCM that can be stored and/or printed from the site. Each company is offered a "Career Development" option giving one company designate access to all staff CE Reports — perfect for launching your credentialing program. For a Courtesy Preview or more info, please contact [Robin@AthenaForum.com](mailto:Robin@AthenaForum.com). Or you may also contact the Athena Forum Help Desk at 301-279-2160 (Mon-Fri 9am-5pm ET).

### CMSA Member Enrollment

CMSA is pleased to announce a new member service! CMSA has negotiated the same low price as big companies — only \$125 per CMSA Member per year. The CMSA Account is the only portal for individuals. The service includes dozens of RN and CCM CE certificates for one annual price. For a Courtesy Preview, or more info, please contact [Robin@AthenaForum.com](mailto:Robin@AthenaForum.com). You may also contact the Athena Forum Help Desk at 301-279-2160 (Mon-Fri 9am-5pm ET). Tell them you're a CMSA Member!

## Top 10 Web Pages on CMSA.org

**See what brought case managers to CMSA's website last month!** For the month of January, there were 1,426,377 hits to the CMSA website. This is up by 25.6% over the previous record of 1,135,431 that was set just 3 months before in October. Below are the top web pages visited.

1. [CareerCenter](#)
2. [Conference Registration](#)
3. [Conference Information](#)
4. [CMSA's WebED](#)
5. [CMSA's CMAG Workshops](#)
6. [Contact CMSA](#)
7. [Online Member Application](#)
8. [Online Product Sales](#)
9. [About CMSA](#)
10. [National Case Management Week](#)

## Member-Get-A-Member Campaign

Help promote CMSA's Member-Get-A-Member Campaign. The members are the voice to the case management industry. Help strengthen this voice by making other case managers aware of the association, and resources available to them in the case management industry. Through CMSA's Member-Get-A-Member Campaign, the members are being challenged to help grow the industry and build the future of case management!

This campaign runs from February 1 - April 30, 2005. CMSA Members who recruit new members during this timeframe will be eligible for special recognition and incentives at the National level.

It's easy! Visit the CMSA Home Page at [www.cmsa.org](http://www.cmsa.org) for more details on the contest, applications and forms you can download, ideas on finding potential members in your area, and campaign incentives. Or, simply go to: [www.cmsa.org/Membership/Recruitment/](http://www.cmsa.org/Membership/Recruitment/).

Chapter leaders – this is a great opportunity to get your members involved and help increase the number of members in your chapter. Many local chapters have already begun incorporating this campaign with local recognition and incentive programs for their members that participate in this campaign. Campaign labels are available to put on pre-printed Membership Applications. Contact Michele Lee at [mlee@acminet.com](mailto:mlee@acminet.com).

Time is running out - start sharing CMSA today!

## CONFERENCE UPDATES

### CMSA's Annual Conference - *Registration Discount Opportunities*

*Effective January 1, 2005, CMSA's conference registration is now open!*

**GROUP Discount:** At least 3 attendees may register together and save \$200 each! Registrations and payment must be received in the same envelope. This is in **addition** to your \$100 membership discount. This discount *does not apply to online* registrations! (See registration for restrictions).

**SUPER SAVER Discount:** For the deepest discounts, register by April 29!

**OTHER Discounts:** Students, Military, and VA attendees have an opportunity for additional savings. See registration for details.

Visit [www.cmsa.org/conference](http://www.cmsa.org/conference) for conference details and information. Brochures arrived to each member in the Jan/Feb issue of *The Case Manager*. Members may receive up to 3 conference brochure mailings. Encourage them to share their extras with a friend or allow the chapter to disburse to those in need. Chapters have been sent extra brochures to hand out to non-members at their local events. If you need more, please let us know at [www.cmsa.org](http://www.cmsa.org).

### Chapter Leadership Workshop

**CMSA Chapter Leadership Workshop, Tuesday, June 21, 1:00p-5:00p**  
**CMSA 15<sup>th</sup> Annual Conference, Gaylord Palms Resort & Convention Ctr, Orlando, FL**

CMSA's Chapters help members and non-members alike overcome real-life problems with real-life solutions. With 67 affiliated chapters throughout the U.S., this half-day program is designed to bring together CMSA chapter leaders to centralize their experiences via interactive discussions and best practices/case studies. The workshop will cover the most important issues affecting chapters today and how chapters can make a difference. The interactive networking is one of the most effective ways that chapters can gain access to valuable resources addressing daily questions and concerns that arise from leading a volunteer-staffed organization.

You'll discover that your challenges are shared by your peers, and you'll learn how others have overcome these same obstacles. Come prepared to take lots of notes, make lots of new friends, and leave feeling more secure that your chapter can accomplish the goals necessary to advance the CM industry.

## CHAPTER REMINDERS

### Excellence and Innovation Awards

Start planning now to enter your chapter activities in the areas of Membership, Conference, Educational Programming, Technology or Print Publications!! You may enter more than one category. 2005 Entry Forms are available on the website under Professional Development, then the Awards section or <http://www.cmsa.org/Professional/Awards/CEIA/>.

Here is your chance to shine and show the hard work that your chapter has put into this past year. Start planning now to prepare your entry! Entry deadline is April 30, 2005!! *These must be in the CMSA office by this date.* Here is a list of last year's winners announced at CMSA's Annual Conference in June 2004:

1. **Award of Excellence for Chapter Conference** - *Northern New Jersey Chapter of Case Management Society of America*
2. **Award of Excellence for Membership Development** - *Northern New Jersey Chapter of Case Management Society of America*
3. **Award of Excellence for Best Use of Technology** - *Case Management Society of New England*
4. **Award of Excellence for Chapter Educational Program** - *Houston/Gulf Coast Chapter of the Case Management Society of America*
5. **Award of Excellence in Print** - *The Rio Grande Chapter*

### Chapter Presidents' Council Rep

Be a National Board Member and the voice of the chapters! This liaison position is the voice for the chapter leaders to the National Board and shares industry issues, requests, needs, and solutions related to chapters. This position is elected by the Chapter Presidents during the Chapter Presidents' Council Meeting at this year's annual conference in Orlando, FL. Chapter Presidents not attending the annual conference will have the opportunity to vote by mail or proxy.

Nominations packets were emailed to all Chapter Presidents on January 24, 2005. If you do not receive yours, please contact [mlee@acminet.com](mailto:mlee@acminet.com) for a copy. See your packet for eligibility criteria or contact the National Office. Nominations must be postmarked by April 1, 2005. You may also contact the current CPC Rep, Becky Perez, for more details of this position. Becky can be reached at [bperez@carpdc.org](mailto:bperez@carpdc.org).

## CHAPTER HIGHLIGHTS

### Official CMSA Chapters

#### **Huntsville, AL**

The North Alabama Chapter of CMSA is flourishing this year. Educational luncheon meetings are held monthly except for December and June. Previously, this chapter has not held meetings during the summer months. For a fee, the monthly educational meetings are open to nurses in physician offices, health care professionals and other facilities that interact with case managers on a regular basis. These lunches are sponsored by area vendors. In November, Dr. Donald J. Derivaux, Ophthalmologist, spoke on the The Examination of the Eye. In January 2005, Dr. Carol Walker spoke on Post Traumatic Stress Disorder.

The chapter is currently planning their Fourth Annual Extravaganza. Previously, over 250 people attended. This year the chapter hopes to surpass previous years. The Extravaganza is centered around lunch so attendees can attend with an extended lunch break. CEs are awarded in increments of 0.5 and attendees may attend one or all of the educational programs. This year the programs are Partial Knee Prosthesis, Blocks: Types and Medical Necessity, Alabama Worker's Compensation Law through the Eyes of the Plaintiff Attorney and Nursing Research in Diabetes. Because the chapter has had excellent sponsorship and vendors, the Extravaganza is free of charge for participants. Over 50 vendors are expected. The largest sponsor, The Orthopedic Center, furnishes lunch for all. The chapter is excited about 2005 and is also planning other great programs for the year.

#### **Denver, CO**

##### **Colorado Springs Extension** of Denver, CO

During January the Extension had their 1<sup>st</sup> educational offering on Migraine Headaches with speaker Dr. Arthur Roberts. They had an awesome turnout of 60 people with 30 being non-members. Already 6 of the non-members have converted to paid members. This meeting also brought quite a few Rocky Mountain members in attendance, also. In February, the group met on "What Makes an Ideal Rehab Candidate". The Colorado Springs Extension Board is in place and they are on the road to be coming a bigger and better extension of the Rocky Mountain Chapter. They are in the process of planning the remainder of 2005 meeting topics and dates.

#### **Newark, DE**

The Delaware Chapter has been busy finalizing the details for their annual conference which will be held April 16. In addition, the group has been busy putting a website together. The February monthly meeting was on Mobile Crisis and Commitment Law. The chapter is looking forward to their next educational meeting to be held in March.

#### **Pensacola, FL**

The chapter will be holding some of their meetings at Skilled Nursing Facilities in the area. Lunch will be provided and a tour given of the facility. For regular meetings, the chapter recently changed their monthly meeting place to "Steak and Ale" on 7333 North Davis Hwy for the 3<sup>rd</sup> Wednesday of each month.

The chapter has noticed a decline in attendance. The thoughts are that the traffic is so bad in the area, that it is taking longer to arrive and return to work. The chapter has decided to allow 1½ - 2 hours a meeting. Many of the facilities have downsized, thus members are unable to break away since coverage is minimal.

Chapter leaders are working hard to market CMSA. They are planning to send a newsletter via email to the members. This hopefully will spark interest and provide them with additional resources and education regarding case management issues.

### **Chicago, IL**

The Illinois Case Management Network has been focusing on several main objectives. First of all the chapter has just released their new website. Come and have a look at [www.il-icmn.cmsa.org](http://www.il-icmn.cmsa.org)! Secondly, the full day Annual Conference titled *Case Managers Solve the Puzzle* scheduled for April 19 has been keeping the board and committee members very busy. The leaders are busy finalizing speakers, vendors and getting mailings out. In addition, the chapter is also hosting a CCM Preparatory Course which is being held March 11-12.

### **Indianapolis, IN**

Central Indiana CMSA Officers, Board of Directors and members are deeply involved in talking with case managers in all areas of the medical field to summarize the benefits of membership. Meeting and talking with other case managers is one of the enhancing points in assisting case managers to perform quality decisions in their daily professional contacts. They have eight Company Memberships: Allmerica Financial, Anthem Blue Cross Blue Shield Indiana, Clarian Health Partners, Maxim Healthcare, Methodist Medical Group, Millers Health Systems, and University of Southern Indiana. The chapter is pleased to see an increase in hospital case managers join and participate in CICMSA.

The Board is planning a retreat for mid-spring to review “where we are and where we’re going”. They have recently assessed the pros and cons of changing the place and time of the meetings. After a great deal of input and discussion, the meetings will remain the 3<sup>rd</sup> Wednesday of every month, 3:00–5:00 pm, St. Luke’s United Methodist Church.

October 12 is the date set for the Annual Conference. This year it is going to be held at the University Place Conference Center and Hotel on the campus of Indiana University Medical Center in Indianapolis. The Conference Center is rich in meeting the needs of conferences related to medical topics.

### **Philadelphia, PA**

The Mid-Atlantic Chapter recently launched its new website, [www.cmsaphilly.org](http://www.cmsaphilly.org) which offers a look at the chapter leadership, goals, accomplishments, and upcoming programs as well as the ability to register for chapter meetings online. The website is still being “tweaked” so that it offers the most for members and potential members.

The chapter has also moved away from paper to electronic notification for upcoming meetings. Those who are not “online” will continue to receive traditional notification. This move will save the chapter hundreds of dollars in postage and mailing fees each year.

The chapter had a very successful December 2004 Holiday Meeting held at the DoubleTree Suites in Plymouth Meeting, PA. The program featured a fantastic presentation by Jeffrey McConnell, MD who spoke about “Present and Future Advances in Complex Spinal Surgery.” He discussed artificial disc replacement surgery, which he performs, and he even brought a sample disc for the audience to examine. Dr. McConnell also detailed, among other important techniques, how bone morphologic protein offers a wonderful development for successful fusion surgeries.

Creativity at its best: The chapter is sponsoring a raffle for a free registration to the CMSA Orlando conference. This raffle has been going on for several months and the winner will be chosen at the March meeting. Many people have taken a chance on this wonderful opportunity! Good luck to the winner!

Additionally, the group has increased attendance at meetings by bringing in national speakers who are sponsored by pharmaceutical companies or healthcare organizations. The chapter sponsors are also listed on the website with direct links to their company sites. The chapter consistently host approximately 40-70 attendees at each meeting. In addition to education, each attendee receives a wonderful hot meal! The registration desk procedure has been streamlined and reorganized to make check-in faster and more pleasant.

### **Chattanooga, TN**

The February membership meeting brought attendees in to hear about “Alzheimer's Disease: Effect on Brain and Therapeutic Agents” presented by Flynn Warren, MS, RPh and sponsored by Forest Laboratories, Inc. This program offered information regarding Alzheimer's Disease (AD), its cause, devastating impact and the pharmaceutical interventions that are available to assist in stabilizing the symptoms of this disease.

The Chattanooga Chapter of CMSA Spring Seminar Committee, lead by Past President Joanne Foster, is in full force completing details for the 2005 Spring Seminar entitled “The Stars of Collaborative Care”. This annual event is planned for May 6 at the Chattanooga Choo Choo. "Book the date" correspondence was distributed early in December to all members in preparation of this annual event.

Chattanooga State Community College is offering a CCM Prep Course and Case Management Basics on March 26 and September 17. Instructors for this course are staffed by local, active CMSA members. For more information contact Chattanooga State at (423) 697-3100.

### **Dallas, TX**

The DFW CMSA Chapter has kicked off the new year with ongoing CCM Prep classes being offered on a monthly basis. These classes are being held just prior to their monthly dinner meetings and have been a great hit! The Strategic Planning Committee has also been hard at work planning a leadership retreat that involves inviting multiple leaders of neighboring chapters. The retreat will be facilitated by leadership speaker, Tim Durkin. Final preparations are being made.

### **Houston, TX**

In April, the Houston/Gulf Coast Chapter is going to host only a breakfast meeting with CEs. The chapter normally meets for lunch the second Wednesday of the month, but decided to try and give members a different time to accommodate everyone's busy schedules. If successful, they will try to have more meetings in that time slot. The group is also gearing up for their first "Spring Fling" in April. The chapter is going on a cruise out of Galveston and offering CEs and networking opportunities to those who are part of the CMSA group. They are also going to do a mass mail out of “save the date” postcards for their membership to remind them of upcoming CE luncheons and meetings.

### Volunteer Management – Finding Leaders and Chairs

#### Preferred Practices

1. Take time to plan and get organized – Before volunteers are asked to work on a project, the project team leader must take time to think the project through and do adequate pre-planning.
2. Determine the deadline for completing a large project – for major projects, set interim deadlines up front. For example, in the case of planning a conference, set deadlines for contracting speakers, completing the program topics and mailing registration materials.
3. Break the project down into groups of major tasks to be done – If your project is large or complex, recruit a project team of experienced volunteers, each to be responsible for a group of major tasks.
4. If your project is smaller, create small tasks that are achievable in a short time and will not intimidate new volunteers. – For a one-day event, small tasks may include securing preparing the event site, planning food, etc.
5. Clearly define each task to help ensure that a member will agree to volunteer and the task will be completed – If you recruit volunteers to welcome new members, they may interpret that as greeting them in person when, in fact, you intend them to be called by telephone or written a note.
6. Develop a timeline – Using the list of tasks, estimate how much time each will require.
7. Determine how many volunteers you will need – keep in mind the more volunteers you recruit the less work each has to accomplish.
8. Determine the level of experience that a given volunteer needs to complete each task – This depends on the amount of risk involved; for example, tasks dealing with financial or legal risk should be handled by an experienced volunteer.
9. Determine what information skills and tools the volunteer must already have and what training you will provide – Think about the needs of your project beforehand, and if a volunteer lacks certain skills, be ready to provide needed training.
10. Design a worksheet for each project – More complex projects will have more detailed planning sheets; features may include task descriptions, estimated completion time, risk levels, deadlines for completion and evaluation, and assigning volunteers.
11. Don't wait for members to volunteer – ask them – Recruit the best people for the job and don't wait for someone to offer.
12. Fill high-risk tasks with experienced volunteers first – Concentrate on assigning your most experienced and proven volunteers for large and more important tasks, then assign smaller tasks to less experienced members.

#### Pitfalls

1. Letting new volunteers loose on a project – Assign low risk tasks to new volunteers until they prove to be dependable; don't assume they understand how to complete a project after providing one training session or explanation.

2. Feeling that asking a member to volunteer was a waste of time if your request was denied – Even if a volunteer declines at this time, it lets the volunteer know that there is a need for them to volunteer in the future.
3. Asking everyone to volunteer – Narrow the field; make a list of names and telephone numbers of five people you think would be good for the task in order of who would be the best fit for the job.
4. Asking the person first who is most likely to say yes – The best person for the job may not be likely to say yes first; go for quality and let the person know that they were asked first and that it is important that they get personally involved – making them feel flattered to be asked.
5. Assuming that people will say no – Instead, assume that people will say yes, people like to be asked and it shows that you respect their work.
6. Failing to be flexible with task assignments – Whenever possible have more than one task from which the member can choose; be flexible and willing to adjust your request to meet the member's needs.
7. Limiting your list of potential volunteers to your current volunteers – Creating a diverse group that represents all segments of your membership is the first step in recruiting volunteer leaders and officers; for example, collect potential volunteers from interest surveys, project reports, and ask staff and board for recommendations.
8. Asking a member to volunteer with whom you won't directly be working – If you do not personally know anyone in the group from whom you are recruiting, ask other volunteer leaders and staff who are closer to them for their input on your list of prospects.
9. Waiting to assess a member's interests for volunteer activities until he or she arrives at your doorstep – When you call to ask someone to volunteer, ask for their task preferences, allowing you more time for organization and a proper fit for the volunteer.
10. Providing no public recognition – Use published notices of volunteer opportunities in your newsletters to remind members that their time and talents are essential elements in the organization.
11. Standing up at a meeting and asking members who are interested to contact you or sign up on a sheet being circulated around the room – This communicates that anyone can do the job at hand when actually you want the best person for the job.
12. Asking a volunteer to stay longer to finish a task – When a volunteer completes the time block they are committed to, thank them and let them go; leave the door open to come back to the task at a later date.

Source: Adapted from: *Volunteers: How to Get Them, How to Keep Them* by Helen Little.

### Bring'em Back

Cynthia D'Amour, except from monthly newsletter, [www.chapterleaders.com](http://www.chapterleaders.com)

Margaret Anne was a long time member of the chapter. She enjoyed the friends she made there and had served in a variety of leadership positions. Margaret Anne's biggest reward for her involvement in the chapter was the people she met -- especially those new to the chapter. Margaret Anne enjoyed supporting the new members in their journey to find value in chapter involvement.

The chapter was in a time of transition and the board's focus was consumed by some big picture issues. Margaret Anne, thankfully, was off the board this year -- and enjoying a low-key leadership role.

When Margaret Anne went to the last chapter meeting, two of her newer member buddies were missing. In fact, one of them had missed a few meetings. Margaret Anne decided to give both a call to see what was up. What she discovered saddened her.

One member had decided to leave the chapter and the other was debating the same action. They felt pressure from the rest of their life and didn't see the value in chapter involvement any more.

"It will be a great tragedy to our chapter's future, if these two members move on," Margaret Anne shared with another long-time member. "What can we do to help them and others on the cusp get connected back into our chapter?" The two members decided to take action-- rather than wait for the months of approval it would take to get some board action around the issue. They called themselves the chapter's BBB - the Bring'em Back Bunch!

Margaret Anne recruited two more friends and they met over coffee to identify who to focus their energies on initially. They identified eight fairly new members.

Margaret Anne and her friends had been around long enough to know that begging and twisting arms was a short-term strategy that might cause resentment. Margaret Anne and friends decided instead to find ways to make chapter involvement a great relevant value for each member-in-jeopardy. They discussed what they knew about each person and brainstormed how the chapter could give them more value.

To make the BBB work a little more exciting, they decided to have a contest to see who could get the most members-in-jeopardy to come to the next meeting. These were competitive people who loved a challenge.

Margaret Anne and her team were able to convince six of the members-in-jeopardy to join them at the next meeting. The BBB and members-in-jeopardy all sat at one table. The BBB directed the conversation to help the six members-in-jeopardy feel appreciated -- and to find ways for the BBB to help steer value their way.

When the meeting was over, most of the members-in-jeopardy made comments about how glad they were they had made the time to attend.

Margaret Anne and her friends met for coffee after the meeting to hash out their success. "This is the most fun I've had at a meeting in a long time," one friend exclaimed. "I'm usually just the old officer that people expect to show up. I get respect; however, not a lot of interest from others."

Another shared, "I totally agree. Our members-in-jeopardy seemed like new people by the end of the night. What do you think we should do now?"

Margaret Anne and the BBB schemed for an hour or so. Giggling at the good they were doing -- and wondering when the board would catch a clue!

**Leadership action doesn't necessarily have to come from a position.** Margaret Anne and her friends saw a need for connection for those members-in-jeopardy -- and made it happen.

Every chapter has members-in-jeopardy. Usually they are the newer members who are struggling to make the connection between creating time for involvement -- and the value they get in return.

If you have a lot of turnover with your first and second year members, your chapter will benefit from taking a closer look at how you take care of your members-in-jeopardy.

***How does your leadership team make sure newer members find both value and a home in your chapter?  
Who is responsible for the care of your members-in-jeopardy?***

### DEALING WITH DISTRACTED PARTICIPANTS

#### Overcoming a common challenge faced in conference call committee meetings!

During conference call committee meetings, multi-tasking is a common crime of participants. With nobody looking, the temptation to check a few emails or conduct a few other minor activities can be very strong! The division of attention by multi-tasking committee members usually leads to less productive, less efficient meetings.

How do you draw committee members together so this is less likely to happen? It's simple really.

1. Create agendas that make it clear that participation is expected.
2. Involve all participants regularly throughout the meeting.
3. Be consistent in doing #1 and #2 at every meeting!

Let's be a little more specific.

#### PLAN AN AGENDA THAT INVOLVES EVERYONE

Build agendas with discussion times noted and consider inviting someone else to conduct a portion of the meeting. When inviting another individual to help facilitate part of the meeting, call in advance. Confirm his/her willingness, coach him/her on what needs to be delivered or resolved during that portion of the meeting, and prompt him/her to stay within the allotted time.

#### START WITH 20-SECOND SELF-INTRODUCTIONS

If people in the meeting do not know each other, kick-start your meeting by announcing, "Let's start with 20-second self-introductions to help us get familiar with each other's voice. I'll call on you by first name. You can respond by sharing your full name and what motivated you to volunteer for this committee." If participants already know each other, adapt your 20 second self-introductions to something like "name and a recent committee accomplishment that comes to mind".

#### ASK SOMEONE TO READ MEETING OBJECTIVES

Help focus the meeting by writing your meeting objectives on the agenda. Distribute your agenda in advance with a request for everyone to have it in front of them during the meeting. After the self-introductions, call on someone to "give focus to the meeting time by reading the objectives on the agenda." If you do this regularly at every meeting, calling on different individuals, people quickly learn they don't want to be without their materials.

#### RANDOMLY AND REGULARLY CALL ON INDIVIDUALS

Asking "Are there any comments?" opens up the possibility for an uncomfortable period of silence ... or for strong personalities to monopolize the meeting. Instead, randomly call on individuals by name with questions like, "Sue, what do you think about Joe's comment?" Doing so reminds everyone that they may be called on at any time ... prompting them to pay closer attention. Additionally, calling on individuals gives you the ability to make sure everyone has a chance to be heard.

One word of caution: "Retraining" a group that has already established bad habits of multi-tasking during conference call meetings may take some time. If you call on someone who is unprepared or distracted, move forward with the meeting by asking for a volunteer or responding yourself.

The goal is not to embarrass your committee members, but to simply help your group develop good habits so that everyone can look forward to more efficient and effective meetings!