

THE CHAPTER DISPATCH

March 2006

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AT A GLANCE – Important Dates

2006 CALENDAR

Mar 15	CPC ELECTION OPENS – Presidents only
Mar 13	National Board Election Closes
Apr 15	Deadline-Award of Excellence in Adherence Management (AEAM) nominations
Apr 30	CHAPTER INNOVATION AWARD Entry Deadline
Apr 30	Spring MEMBER-GET-A-MEMBER CAMPAIGN closes
Jun 13	CHAPTER LEADERSHIP WORKSHOP, Grapevine, TX
Jun 14	CHAPTER PRESIDENTS' COUNCIL meeting, Grapevine, TX
Oct 8	National Case Management Week, Oct 8-14

NATIONAL UPDATES

Award for Excellence in Adherence Management (AEAM) 2006 Award Entry Deadline April 15, 2006

The second annual national AEAM will be presented at the CMSA national conference in June, 2006. The award is supported through an unrestricted educational grant from Pfizer, and the deadline for entries is April 15, 2006. Created to acknowledge individual case managers who demonstrate excellence in applying CMSA's Case Management Adherence Guidelines (CMAG) and use of the online CMAGTracker tool, the AEAM includes a cash award of \$1500 and a plaque. Entries are open only to CMSA members who have attended a CMAG training workshop.

Applicants must complete the following activities:

1. Register to use the online CMAG Tracker system.
2. Enter assessment data from at least one patient into the CMAG Tracker system.
3. Submit an essay describing the applicant's activities to improve patient adherence to prescribed medications using skills or strategies learned in a CMAG workshop. Case manager essays may address any of the following activities, but must specifically reference CMSA's Case Management Adherence Guidelines:
 - A case study of one patient whose adherence improved through the case manager's use of motivational interviewing
 - Population based activities conducted by the case manager to improve medication adherence in a group of patients
 - Training and education activities of the case manager to improve adherence management practices of other case managers.
4. Or, applicant may be integrating the CMAGTracker and CMAG tools into their employer system for staff use. Share how this tool is being implemented and information on how this will be used across your company.

The award decision will be made by an advisory committee appointed by CMSA. The AEAM award winner will receive official award ceremony recognition at CMSA's Annual Conference June 13-17, 2006, at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine in Fort Worth/Grapevine, TX. **Deadline for application for CMSA's 2006 AEAM Award is April 15, 2006.** All essays must be submitted electronically and become CMSA property. Contact CMSA for rules and application details.

Visit www.cmsa.org under National Awards for more information.

National Professional Social Work Month

Since the inception of National Professional Social Work Month in 1984, March has been a month when social workers can join together to promote the profession and advocate for issues that affect social workers and their clients.

This year, NASW is turning their focus to an individual issue that affects social workers and their clients – [Aging](#). NASW is celebrating the efforts of social workers who help their clients through many of life's journeys.

Visit www.naswdc.org for more information.



Member-Get-a-Member Campaign

Be a Part of CMSA's Spring Member Round-Up, February 1 – April 30, 2006

Round up your case/care management coworkers, friends, and colleagues and recruit new members for CMSA's Spring Member-Get-a-Member campaign. The 2006 campaign theme is "One Purpose, Many Paths," reflecting the industry's strong focus on the varied strategies within case/care management to improve the quality and cost efficiency of healthcare. When your recruits join CMSA, you receive the following for each new member:

- **FIRST RECRUIT:** A CMSA Member pin
- **EACH RECRUIT:** A \$5 CMSA coupon for each person recruited
- **FIVE OR MORE RECRUITS:** One free year of CMSA membership
- **TOP RECRUITER:** A complimentary Texas 2006 conference registration

Be sure to include your name, city, and state on all applications **before** dispersing. **Special Member-Get-a-Member Applications are available from the CMSA website – [link at the bottom of the homepage!](#)** Include information on local chapter activity and contacts in your packets. CMSA tracks the new members for each Recruiter from the area on the special Individual Membership Application where the Recruiter adds their name, city and state. *This will be the only way National Office will know that the member was recruited by you.* Recruiters will be highlighted on the website, in *The Chapter Dispatch*, in *The Case Report*, and more.

KEEP IT UP!

**As of Mar 15 – Chapters have pulled together to recruit over 20 members.
Currently in the lead is Claudia Curtis of Long Island, NY with 6 new members.**

CHAPTER REMINDERS

Local Chapter Award Competition

Think about the programs, publications, and other creative efforts your Chapter produced this year then submit them in CMSA's **2006 Chapter Excellence and Innovation Awards Program**.

Initiated in 1999, the awards program is designed to bring recognition and reward each year to the CMSA Chapters that make outstanding innovations. The awards help spotlight Chapters that thrive amidst competition for membership and programming, as well as serve as recognition for the efforts made by hardworking CMSA volunteers!

Chapters May Compete in the Following Five Categories:

- 1) **Chapter Conference** - Showcases the chapter that best contributes to the development of creative, informative, relevant, and innovative educational conference programming.
- 2) **Educational Programming** - Pays tribute to the chapter offering outstanding educational programming not related to a conference.
- 3) **Internet Technology** - Awards the best use of Internet technology through development of a local Website, listserv, or similar online program (project must utilize the Internet to qualify).
- 4) **Membership Development** - Recognizes design, communication, implementation, and evaluation of a membership campaign-like program to promote chapter growth.
- 5) **Print Materials** - Spotlights the best one-time or monthly print publication by a local chapter, including newsletters, conference or membership related brochures, manuals, flyers, etc...

ENTRIES ARE JUDGED WITH THE FOLLOWING CRITERIA:

- Success of meeting goals set forth by chapter
- Professionalism & organization of materials
- Creativity & originality
- Other criteria specific to category

All entries are judged by individuals outside CMSA according to the criteria above. Winning chapters will be recognized at Dallas/Ft Worth 2006 Annual Conference, in *The Case Report* and *The Chapter Dispatch*, as well as on CMSA's website. **Hurry and enter. Entries must be received by April 30.** For chapter award entry forms and the list of previous recipients, visit www.cmsa.org/professional/awards/ceia/.

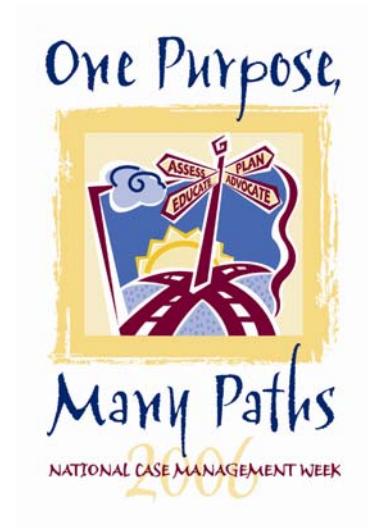
2006 National Case Management Week!

Make plans now for *National Case Management Week 2006*! “*One Purpose, Many Paths*” is the theme, so begin plans to celebrate the week of October 8 – 14 to help promote case management and bring attention to the contributions that case managers make to the healthcare industry.

Watch for details on what CM Week products will be available and when they go on sale. Then, place your order early to ensure availability in time for your CM Week celebration.

Also, stay tuned to the official National CM Week website at www.cmsa.org for updates and information on these topics and more:

- Online tools, such as, flyers, advertising, poster graphics, and guides
- Ideas for planning an event
- How to recognize the case managers in your Chapter or organization
- How to design your own local National Case Management Week promotional piece
- What other organizations support National Case Management Week



LETTER FROM YOUR CPC REP

Greetings,

As you are reading this, it is very likely that I am sitting in Washington, D.C. at the Nurse in Washington Internship, popularly known as NIWI. You may be asking yourself, “What is NIWI”? Well, let me tell you...



The purpose of NIWI is to provide nurses the opportunity to learn how to influence health care through legislative and regulatory processes. This event is orchestrated by the Nursing Organization Alliance, a coalition of nursing organizations united to create a stronger voice for nurses. Although much of the time I will be parked in a classroom, the part that I'm most anticipating is the day we spend on Capitol Hill visiting with legislators and observing Congress in session.

As a member of the CMSA Legislative Council, as well as the New England chapter liaison for legislative issues, I am very excited to learn more about reconnoitering the political arena. It is probably naïve of me, but I figure if I have a grasp on the healthcare industry, I will likely be able to develop a working knowledge of politics eventually. . . and if I can do it, so can you!

Being in tune with legislative and regulatory matters affecting case management is a challenge we must take up to ensure we are practicing within the law, as well as that laws and regulations are of benefit to healthcare recipients, including ourselves. As we get closer to the CMSA Annual Conference in Texas I want to continue encouraging attendance at the Chapter Leadership Workshop on Tuesday, June 13th. This year we are devoting a portion of our agenda to a new segment, *Advocating Case Management*, presented by Peggy Leonard, CMSA Director and Legislative Council Chairperson. This promises to be a wonderful addition to our usual activities and I truly believe all who attend will benefit greatly.

Warm regards,

Teri

CHAPTER HIGHLIGHTS

To contact any of the local affiliate or pending chapters, visit www.cmsa.org. Under the Membership link choose Local Chapter.

Pending Chapters

San Antonio, TX

The Alamo Chapter of CMSA met officially for the first time on March 9th to formulate their game plan. The name was selected, officers were appointed and committees were formed. Another planning and recruiting meeting will be held on Mar 22nd. The group is very excited to pursue this new growth in San Antonio as they pursue chapter affiliation. The group will have representation at the CMSA Annual Conference and will be looking forward to attending the Chapter Workshop and networking with the other chapter leaders. They have already received great support and guidance from the Dallas Chapter and looking forward to a continued relationship.

Lexington, KY

The Bluegrass State Chapter held a joint CE meeting on Saturday, Feb 18 with the Bluegrass Orthopedic Group. This four-hour program was a success. They had about 30 attendees. This was no small feat as they had treacherous road conditions and reports of 140 accidents in the Lexington area alone. Some nurses traveled from London, Louisville and Bowling Green. Bluegrass Orthopedics staff and physicians presented the subject of Common Shoulder Surgeries and Return to Work Estimates. Pfizer Pharmaceutical provided the breakfast for us.

This offering was approved by Kentucky Board of Nursing for 3.7 contact hours and 2 CCM hours from the CCMC. Handouts were provided by some of the speakers, PowerPoint slide presentation along with a Q & A period. The group hopes to offer more intense or four-hour sessions in the future. All in all this was rated a success and thanks to Bluegrass Orthopedics for supporting case managers in their educational objectives.

On March 13, they held a meeting at the Advanced Pain Management Center in Lexington. This is a new facility and approximately 30 persons attended. Dr. Douglas and Dr. Dubol gave a lecture and slide program on various procedures used interventionally to alleviate both acute phase and chronic pain. A tour was also made available to the attendees. It was a great opportunity to develop some rapport for the case managers and ask questions.

Official CMSA Chapters

Dade/Broward County, FL

South Florida Case Management Network had their regular monthly meeting on March 8th. This time they had a dinner meeting at the Sheraton Hotel in Dania. The topic was “Influencing Behavior Change in the HIV-HCV Co-Infected Patient” presented by John F. Trowbridge, MD, CPE, Director Chronic Care Management, Kaiser Permanente Santa Rosa, Clinical Professor of Medicine, University of California at San Francisco. There were 40 people in attendance and each enjoyed the topic and speaker. The meeting was sponsored by Roche Laboratories. Everyone enjoyed meeting with the many new people that attended and enjoyed the speaker and topic very much.

Chicago, IL

CMSA Chicago's March meeting was held at Prairie Rock Restaurant in Schaumburg, IL. The topic presentation on “Cystic Fibrosis: Quality Care for Quality Outcomes” was sponsored by Helix Medical Communications.

Major Melanie Prince, US Air Force, Pres-CMSA Washington, DC Chapter & CMSA National CMOY, 2004 will address the theme of the Annual Conference on April 25th at Drury Lane, Oakbrook- "The Beat Goes On...The Heart Beat of Case Management". The chapter has nationally known speakers to discuss current health care topics that are important to all Case Managers.

Ft. Wayne, IN

The Fort Wayne Chapter of CMSA provided an educational cardiac symposium with speaker John Banja, PhD, from Emory University, discussing "Ethical Consideration in Cardiac Care" and a prelude evening discussing "Why Mandatory Error Reporting Statutes Are Not A Good Idea" on February 27th and 28th.

Their speakers included physician's discussing the anatomy, physiology, diagnostic testing, electro physiology, and transplantation of the heart. A nurse practitioner addressed the medical management trends of the cardiac patient. One of the case managers, Helen Chadwell, updated them on approval and cost of cardiac treatment.

St. Louis, MO

The St. Louis Chapter's Executive Board decided this year to aggressively work on a plan to recruit more member and sponsor volunteers to hopefully distribute many of the tasks that the board members themselves have been juggling for the last several years. They first appointed each board member to chair a specific committee. Then they came up with an outline of jobs/tasks that each committee would be responsible for performing.

The Board began collecting names of people who have expressed the desire to volunteer. Then, they used their membership list to personally contact members to ask them directly to volunteer. Once a long list of potential volunteers was created, the Executive Board divided the list and have now started placing each volunteer into a specific role on each committee. The thought is if they can engage each volunteer, they will have a dynamic group of people that can effect change and growth within the chapter.

If you would like to see a copy of their outline, feel free to contact Bill Kotowski at bkotowski@ihmcares.com.

Omaha, NE

The CMSA Nebraska Chapter is holding educational meetings every other month and board meetings every month. They are currently planning their "Spring Fling" to be held in York, Nebraska on May 18th and the "Fall Forum" to be held in September. They are hoping to bring in a national speaker/author for the Fall Forum on Pain Management. The Board is in the process of expanding membership and use of electronic resources.

Woodbridge, NJ

NJCMSA resumed its' monthly programs after two months off. They had 115 in attendance with 6 exhibitors who helped sponsor the dinner program at the Sheraton in Edison. Their speakers for the evening were Dr. David Kirschenbaum, and one of their Board Members, Mariann Moran MBA, OTR, CHT. The topic "*Upper Extremity Injury*" - *The Roles of the Surgeon and Hand Therapist: Lending Their Hands to Aid Patient Healing and Relearning the Skills of Living* offered two CE's. They recruited four new members at the program which brings their membership total to **434**. They are also in the last phases of planning their Annual Conference which will be held on April 19 entitled, "F.I.S.H. Fresh Ideas: Spring Happening". They already have 35 exhibitors signed up and are looking for an attendance of about 250, along with three speakers for the event. Their biggest challenge so far this year has been finding hotel accommodations to fit the fast growing chapter. Several board members worked tirelessly to that effort.

Chattanooga, TN

Chattanooga Chapter CMSA held their monthly meeting on February 14. Dr. Thomas Seiver delivered the program on ASTYM Therapy for the Treatment of Tendinopathy and Fibrosis. One of the goals for this year's Board of Directors was to reach and maintain membership at 100. They had been consistently averaging 96-98 members but are proud to have reached that goal with the membership at 104 in 2006. They are currently in the process of reconstructing the website to better serve members and continue to reach out to potential new members. Plans continue for the annual spring seminar April 21, which coincides with the chapter celebrating their tenth anniversary. The theme of the seminar is "The Many Pieces of Case Management". That chapter is looking forward to having Susan Rogers, the current National President of CMSA, to deliver the opening remarks.

Dallas, TX

The 14th Annual Conference was held February 9-11. Over 270 attendees enjoyed nationally known general session speakers & informative breakout sessions in four different tracks. The "Deep in the Heart of Case Management" theme was carried out by more than 65 exhibitors with everything from having a picture taken with John Wayne to seeing attendees on wanted posters. Twelve Hurricane Scholarships for conference attendance were given to case managers from Mississippi & Louisiana. The scholarships were provided by Regency Hospital Company, E&I Management and BK & Associates. This successful conference would not have been possible without the gracious sponsorship of their terrific supporters!

The Chapter is busy planning the 2nd Annual Invitational Leadership Retreat. Leaders from ten Chapters from across the country have been invited to participate in a three-day get-away to beautiful Garrett Creek Ranch northwest of Ft. Worth where nationally known facilitator Tim Durkin will once again work his magic to assist in the professional growth & development of individuals & CMSA Chapters.

Chapter officer & board elections will take place next month. Candidates for each position are in the process of providing a bio & position statement for the ballot.

National elections are over but the DFW CMSA Chapter would like to thank everyone who supported Chapter member BK Kizziar in her bid for national Vice President!

Giving It Away - The Art of Delegation

You've made an unusual discovery - there's not enough time left at the end of the day. The corollary, of course, is your list of important things to do never gets smaller.

What's a leader to do?

This is not simply a personal problem. Your organization's future depends on what you do next. As you drive your organization beyond its current plateau, you must change the way you relate to your work.

There are three stages to making the transition. They are:

- Understanding your highest value contribution to your organization and focusing on that role.
- Recognizing your position as a leader and owning the job.
- Delegating everything else, and holding others accountable.

The Issue

You have doubtlessly concluded your next level of performance requires a leadership change. And hopefully, you have realized the changes necessary are with you. As a leader, your job includes holding the vision; inspiring your volunteers; fostering key relationships with members, vendors, and the public, etc. You now need to let go of some cherished many things you handled in the past, often out of necessity - and focus yourself on your role as senior leader.

What about all these things you used to do? Delegate them. Assign the job to someone else. This doesn't sound like a big deal, why write a whole article on it? Do you delegate? Of course you do. But do you delegate the important things? The things you "know" you could do better? The things you are "best" at? Probably not. The question is, should you?

Your Highest Value Contribution

Think about your highest value contribution. Which of your activities generate the most revenue, profit, market share, etc.? Where do you get the most bang for the buck? Like most leaders, your greatest leverage is in mobilizing the forces around you - your volunteers, staff and members, plus key customers, prospects and vendors. Everything else becomes secondary to that in terms of impact.

So the answer is yes. You should give away even the things you are "best" at. And then make sure they are done right. Make sure they are up to spec and delivered on time.

The Cost of Holding On

Now, the thorny part. Many refrain from delegating responsibilities they've labeled "critical". They fear the job won't be done correctly. Or no one else can do it as quickly, and it won't get done on time. Or the right attention won't be paid. Or something. Or something else.

Give it up! The growth of your organization will be stifled to the extent that you hold on to critical functions. Your group will suffer in the exact areas where you think you are the expert! You become the choke point on each of these vital functions. And you feel - of course - "I have to be involved." No you don't. To the exact degree you have not developed your staff/volunteers to assume these functions, the growth of your company will be retarded.

Aside from fear the job won't be done as well, there is another, more insidious reason leaders do not delegate. If you aren't doing the "important" stuff, you become redundant. Dead weight. Overhead. You feel this way because you haven't completed transitions one and two: you haven't taken the trouble of

understanding how you personally create value in your group, and you haven't fully assumed the role of leader. Once you make these transitions, you won't have time for the rest.

Delegation, not Abdication.

Many delegate like this. They say, "John, would you take on this project? It has to be done by next Thursday. Thanks." That's it. Then, when the job comes back incomplete, they are infuriated. What happened? They left out accountability. They neglected the structure for making sure things happened according to plan.

There are five components to successful delegation.

1. Give the job to someone who can get it done.

This doesn't mean that person has all the skills for execution, but that they are able to obtain the right resources. Sometimes the first step in the project will be education. Maybe your delegate has to attend a seminar or take a course to get up to speed.

2. Communicate precise conditions of satisfaction.

Time frame, outcomes, budget constraints, etc; all must be spelled out. Anything less creates conditions for failure. It's like the old story about basketball - without nets the players don't know where to shoot the ball.

3. Work out a plan.

Depending on the project's complexity, the first step may be creation of a plan. The plan should include resources, approach or methodology, timeline, measures and milestones. Even simple projects require a plan.

4. Set up a structure for accountability.

If the project is to take place over the next six weeks, schedule an interim meeting two weeks from now. Or establish a weekly conference call, or an e-mailed status report. Provide some mechanism where you can jointly evaluate progress and make mid-course corrections. This helps keep the project, and the people, on track.

5. Get buy in.

Often time frames are dictated by external circumstances. Still, your delegate must sign on for the task at hand. If you say, "This must be done by next Tuesday," they have to agree that it is possible. Ask instead. "Can you have this by Tuesday?" To you this may seem a bit remedial, but the step is often overlooked. Whenever possible, have your delegate set the timeline and create the plan. You need only provide guidance and sign off. As General Patton said, "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

If you skip any one of the above steps, you dramatically reduce the likelihood things will turn out the way you want them to. On the other hand, if you rigorously follow the steps, you greatly increase the odds in your favor.

Isn't this more work than doing it myself, you ask. No - it isn't. The time it takes to 1) establish the goals, 2) review the plan, and 3) monitor the progress, is not equal to the time it takes to execute. That is how you gain leverage. This is how you multiply your efforts. Occasionally it does take longer to communicate something than to do it yourself. Delegate it anyway. The next time will be easier.

As an exercise, ask yourself, what am I unwilling to delegate? Make a list of the reasons why not. Identify the best person in your organization - not you - to take on this project or function. Then call a meeting. Begin the meeting with step one, above. If there is no one to whom you can give away key functions, you have to look carefully at your volunteer situation. It may be time to recruit the right people.

The only point to delegating something is if it frees you for things which create greater value for your organization. The greatest leverage you have is in leading. Lavish your time on that.

Article adapted from article written by Paul Lemberg, 760-741-1747, ple@lemborg.com

Membership Recruiting Tips

Where to find potential members...

- In your own company
- Chapter seminars, meetings, or conferences
- Other healthcare organization or industry events

What are the characteristics of a potential member?

- A nonmember who attends your chapter activities
- A student or graduate from a case management program at a local college
- A person who always borrows your copy of *The Standards of Practice for Case Management*
- A colleague who needs an answer to case management challenges
- A peer looking for career advancement
- Someone you gave an application to months ago, but who has never responded

What to tell potential members...

- Talk about how CMSA has enhanced your own knowledge and helped you advance your career
- Forward them a copy of *The Case Manager* magazine
- Point out the benefits of interacting with more than 9,500 industry professionals worldwide
- Introduce them to the wide range of products and services CMSA offers
- Give them a tour of the online CMSA Educational Resource Library
- Take them to a local meeting, conference, and vendor fairs
- Tell them about the convenience of the products and services that CMSA offers online
- Send them a link to CMSA.org or one of the many local chapter websites to learn more about CMSA programs and services

Whatever method you use to promote CMSA, make sure to mention that CMSA is the best resource for innovative and professional advancement in the case management industry.

Let CMSA help you recruit!

- Contact CMSA Member Services at 501-225-2229 or cmsa@cmsa.org for materials to distribute to potential members
- Get materials to post information in your company's cafeteria or common area
- Refer to the Membership section of CMSA.org or call Member Services to learn more about member benefits
- Download membership applications from the CMSA website
- Participate in CMSA's Member-Get-A-Member Campaign
- Get more information from your chapter's membership chairman

COMMITTEE RESOURCES

COMMITTEES THAT PRODUCE RESULTS, www.serviceleader.org

Have you ever worked on a committee where the process of planning and organizing was as much fun as the outcome? It is an unforgettable experience. The opposite type of experience is also unforgettable. Here are some tips on assembling and leading a committee effectively.

- ❑ **Begin with the best people for the job.** Make a list of skills needed to complete the task at hand; financial management and planning, creativity, energy, planning big (or small) events, follow-up skills. Then decide who will serve on the committee based on those skills. Identify two people for each position. Then if someone is unable to serve you have a person in reserve. Also look for volunteers who might enjoy a "job-share" position. Two people in a lead position on a committee can support one another in accomplishing their tasks.
- ❑ **Create ownership.** Members of a committee work more effectively and efficiently if they own the tasks and the process. Engage the group in setting goals at the first meeting. Put them on newsprint and post them at every meeting. "Keeping your eye on the ball" is a keep part of accomplishing the daunting small tasks.
- ❑ **Wide open communication channels.** Volunteers need lots of information. Create wide open channels of communication by using a variety of methods. Ask a member of the group to write up a meeting summary--this is not minutes, but a brief summary of decision points by the group. Send out copies to the group. Do quickly after the meeting. On the meeting summary or attached to it should be list of tasks to be completed for the next meeting and names of those volunteering to complete those tasks. This is a good reminder technique. Set up e-mail groups, for those members who have e-mail access (nice to encourage them all to do this). Each meeting should have an agenda with each member providing reports on their activities. Telephone trees can communicate information, where one person only makes two or three calls. Meeting reminders are essential and done a day or two before the meeting.
- ❑ **Meetings are for discussion.** Prepare for meetings with loads of questions. Meetings where the chairperson talks all the time are boring. Fuel the energy at a meeting by being the person who asks questions, clarifies, and summaries. This question-asking tactic encourages other members to do the same. Participation usually means people are engaged in the process. Humor is another tool to have in your "bag of tricks." Talented people are bound to disagree. Use the energy to propose ideas to solve problems, and use humor to defuse negative energy or tension.
- ❑ **Make consistency a watchword.** Set high standards for your own activities and others will emulate you. If you make a commitment, keep it! That sets an unwritten rule for everyone.

What Is Health Policy Advocacy? www.ons.org

Advocacy is defined as the support or defense of a cause and the act of pleading on behalf of another person. Despite its simple definition, advocacy is multifaceted, and the types of advocacy activities in which ONS and its members engage are many and diverse. Through health policy advocacy efforts, ONS seeks to influence the outcomes of local, state, and national policies, laws, and regulations to

- Bolster and expand the nursing workforce to safeguard public health
- Advance cancer prevention and early detection
- Ensure access to quality care and reduce suffering for people with cancer.

Turning Outrage Into Action

Every day, people have experiences that are frustrating, unbelievable, or so outrageous that they think, "How can this be? There ought to be a law!" Oncology nurses often experience this frustration in their day-to-day practice—fighting with managed care companies, facing inadequate Medicare reimbursement, and cobbling together adequate care for uninsured patients.

- Health policy advocacy means channeling this sense of outrage about poorly conceived laws, policies, and regulations
- Advocates let policymakers know what they, as citizens and constituents, believe elected officials should do.

Advocacy Is a Right and A Responsibility

The Constitution grants individuals the "right of the people . . . to petition the government for a redress of grievances." If we took the time to think about it, we all could come up with a list of grievances we would like our public officials to address!

Remember: Policymakers work for the citizens. Your tax dollars pay their salaries and for their health insurance, retirement benefits, and travel to and from Washington. Therefore, you have every right to hold them accountable for their actions, tell them what you want them to do, and give them feedback on how you think they are doing at their jobs. After all, you are held accountable by your employers—so the ultimate job review you can give your public officials is by voting—either returning them to office or ending their service.

In the United States we have a participatory democracy and representative government. **Becoming involved is not only a right but also a responsibility .**