

THE CHAPTER DISPATCH

January 2007

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AT A GLANCE – Important Dates

2007 CALENDAR

Feb 1	Spring MEMBER-GET-A-MEMBER CAMPAIGN begins
Feb 14	CMOY and AOSE Nomination Deadline
March 1	CPC Nomination Deadline
Mar 15	CPC ELECTION OPENS – Presidents only
Mar 20	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 19	CHAPTER LEADERSHIP WORKSHOP, Denver, CO
Jun 14	CHAPTER PRESIDENTS' COUNCIL meeting, Grapevine, TX

Case Management Writing Contest

Help us Celebrate Our New Relationship-Enter the Writing Contest

CMSA and Dorland Health Care Information, publisher of *Case in Point*, are hosting their first **CASE MANAGEMENT WRITING CONTEST**, to help mark their new relationship, and to encourage the sharing of best practices. The contest is open to all readers who wish to tell their stories. Enter today- not only will you have the chance to be published in *Case in Point*, but you will also have the opportunity to win one of the valuable prizes listed below:

- **GRAND PRIZE: FREE FULL CONFERENCE REGISTRATION TO DENVER 2007**
CMSA's 17th Annual Conference & Expo, June 19-23, 2007, at the Hyatt Regency Denver & Colorado Convention Center
- **A one-year CMSA membership**
- **A complete set of the Dorland Healthcare Website Guide**
- **A complete set of the Case Management Resource Guide**

Contest Rules

- Entries must be **500 words** in length and demonstrate **"How The Case Management Process Helped You Or Your Organization Overcome A Health-Related Challenge"**.
- **Four winners** will be randomly selected from all eligible entries.
- Winning Entries will **appear in the JUNE 2007 issue of *Case in Point*** and may be edited for length, style, and grammar.
- **Send entries via email to Anne Llewellyn, Editor in Chief, *Case in Point* at allewellyn@dorlandhealth.com by April 2, 2007**, to be entered in the contest.

Member-Get-a-Member Campaign

55 New Members Recruited in Fall 2006!

FALL 2006 WINNING RECRUITERS:

Theresa DiRaffaele, Hudson Valley 9 new members
Karen Hartman, Long Island Chapter 7 new members
Tim Blackwelder, Charlotte, N.C. 5 new members

Help Build the Future of Case Management

Your voice and your efforts can help increase interest and participation in CMSA. Your participation in member development campaigns plays an important and vital role in ensuring the vitality of the Society and the case management industry.

Each time you recruit a new member or spread the word about case management, you contribute to CMSA's growth, as well as strengthen the Society's position as the leader in the Case Management industry.

CMSA currently has almost 10,000 members, but there is always room for growth. The stronger the Society, the more opportunities it has to offer its members. So, talk to your coworkers, friends, and case management colleagues, and join the CMSA Membership Drive to corral some new CMSA members. You can receive some nice prizes for your hard work, too!

Be a Part of CMSA's Spring Member Round-Up, February 1 – April 30, 2007

Round up your case/care management coworkers, friends, and colleagues and recruit new members for CMSA's Spring Member-Get-a-Member campaign. 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 Denver 2007 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.

Get more info at www.cmsa.org/recruit

Nominate Your Colleague for CMOY or AOSE

Now is your chance to recognize a peer who has significantly impacted the field of case management. Each year, CMSA presents two prestigious awards to members whose case management careers elevate professional standards, enhance individual and leadership performance, and exemplify merit and distinction. CMSA extends an invitation each year to its members to nominate a well-deserving colleague for one of the individual awards by Feb. 14.

AWARD OF SERVICE EXCELLENCE (AOSE)

Deadline: February 14, 2007

CASE MANAGER OF THE YEAR (CMOY)

Deadline: February 14, 2007

Winner of each category receives:

- Official Award Ceremony Recognition at Annual Conference
- Personalized Crystal Award
- Complimentary Conference Attendance
- Hotel Stay (3 nights)
- Coach Airfare (subject to CMSA Travel Policy)
- One Year Complimentary CMSA Membership (National & Chapter)
- President's Award Reception
- National Press Release (Post-Conference)

Visit www.cmsa.org/Professional/Awards to download forms and view previous award winner listings. Contact CMOY/AOSE Staff Liaison, Michele Lee, at mlee@acminet.com or (501) 225-2229 ext. 1120.

Award for Excellence in Adherence Management (AEAM)

2007 Award Entry Deadline April 15, 2007

The third annual national AEAM will be presented at the CMSA national conference in June, 2007. The deadline for entries is April 15, 2007. 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.

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 19-23, 2007, at the Hyatt Regency Denver at the Colorado Convention Center in Denver, CO. **Deadline for application for CMSA's 2007 AEAM Award is April 15, 2007.** All essays must be submitted electronically and become CMSA property. Contact CMSA for rules and application details.

2007 SNEAK National Directory of Independent Medical Examiners

SNEAK 2007 **National Directory of Independent Medical Examiners** print directory is now available. This directory contains hundreds of IME Doctors and dozens of other excellent resources. The **Free** Directory is both a printed version and an online database <http://www.imenet.com/default.asp> . Any one interested in a free copy of the **2007 SEAK National Directory of Independent Medical Examiners**, please send an email to Alex@seak.com requesting the IME directory, along with their full mailing information.

CHAPTER REMINDERS

Excellence & Innovation Award Program – NEW DEADLINE!

Enter your chapter's best projects in CMSA's 2007 Chapter Excellence & Innovation Awards (CEIA). Entries will be accepted in the five categories Best use of *Technology*, *Conference*, *Educational Programming*, *Membership Development*, and *Print*. **Entries will be taken until February 28, 2007. This is a New Deadline! Entries reflect activities from Jan 1-Dec 31.** Visit www.cmsa.org, click on "Your Career" then on "Awards" to find out more and to download entry forms. Recipients of these awards will be recognized at the Denver 2007 Annual Conference.

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 beginning March 15. Term of Office will begin June 2007 during CMSA's Annual Conference.

Nominations packets were emailed to all Chapter Presidents on January 4, 2007. If you did not receive yours, please contact njackson@acminet.com for a copy. See your packet for eligibility criteria or contact the National Office. **Nominations must be postmarked by March 1, 2007.**

Local Chapter Award Competition

Enter your chapter's best projects in CMSA's 2007 Chapter Excellence & Innovation Awards (CEIA). Entries will be accepted in the five categories Best use of *Technology*, *Conference*, *Educational Programming*, *Membership Development*, and *Print*. **Entries will be taken until February 28, 2007. This is a New Deadline! Entries reflect activities from Jan 1-Dec 31.** Visit www.cmsa.org, click on "Your Career" then on "Awards" to find out more and to download entry forms. Recipients of these awards will be recognized at the Denver 2007 Annual Conference.

Judged by impartial individuals outside of CMSA according to set criteria, the CEIAs recognize chapters that embody CMSA's Mission – *Advancing Case Management!*

Recipients of these awards will be recognized at the Denver 2007 Annual Conference for promoting the growth and value of case management and supporting the evolving need of the case management professional.

Tips on Entering the Competition:

- Fill out the entry forms as completely as possible. Judges look at the description on the form, so provide information as completely, yet concisely, as possible. Supporting reports, brochures, videotapes, and photos are optional, but welcomed.
- Concentrate on the goal, its impact, the outcome and significance of the success. While numbers are very important, also include how the activity improved the lives of those involved or the community at large.

Chapter Excellence and Innovation Award Categories:

- ⇒ Best Use of Technology
- ⇒ Conference
- ⇒ Educational Programming
- ⇒ Membership Development
- ⇒ Print

CSC Registered Agent Invoices

In July, CMSA's Registered Agent (Corporation Service Company or CSC) mailed an invoice for services to each affiliated chapter for this next year, beginning Sept 1, 2006 to Aug 31, 2007. Corporations are required by the DC Statute to engage the services of a registered agent. Also, most states require that you have a registered agent when you incorporate within your state, as well. Each chapter is incorporated in DC as a Domestic Corporation but in your state, you would be registered as a Foreign Corporation. Your invoice may reflect services for DC (Domestic) and maybe local (state) fees (Foreign) – if you used CSC for the local agent.

The invoices might have gone to your chapter Treasurer, President, or Executive Director. Please make sure that these invoices are passed along to the proper person for payment and processed to keep the chapter in good standing with DC. This is very important!

CHAPTER HIGHLIGHTS

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

Official CMSA Chapters

Fresno, CA

December's Holiday Luncheon was a huge success for the Central Valley Chapter of the C. M. S. A.! Filled to overflowing, the attendees enjoyed an afternoon of good food, fellowship and networking and a lot of fun. Included were several opportunities for continuing education thanks to the efforts of Liz Zemke, the chapter's educational committee chairperson. Many new members joined at the luncheon giving the 2007 Membership Drive an excellent head start!

January's special meeting will be a Seminar hosted and presented by Dr. Roger Waite of BioClarity DNA. The seminar will be held at a local restaurant on the morning of Jan 31 with guest speakers (physicians familiar with pain management options and problems from long term use of addictive pain medications). Discussing the use of DNA testing as it relates to the propensity for addiction to narcotic pain medication promises a debate that no one will want to miss!

Beginning this month, there will be monthly chapter meetings open to all Central CA Chapter members and interested guests. The first meeting is scheduled for Jan 24, at the office of Total Managed Care, Inc. in Fresno. There will be round table discussions and networking. A focus will be on forming committees and recruiting members in order to bring more chapter members into active roles within the organization.

The Central California Chapter will be introducing its brand new website before the end of January! Courtesy of one of the chapter's new members, Michele Irby-Dodt, RN, the webmaster and designer, this will be an exciting development in the growth of the chapter and in the sharing of information pertinent to case managers in this area and elsewhere. Growing a chapter takes communication and technology advances like the website will be a tremendous help! There are already corporate sponsors waiting to join the ranks in support of the new website. Visit the chapter and view the exciting news at: www.cvcmsa.com!!

Chicago, IL

CMSA Chicago held their monthly dinner meeting on Jan 9 at Braxton Seafood Grill/Oakbrook. Topic of the presentation was: Advancements in Lower Extremity Prosthesis. Sponsor: Hanger Orthopedic Group, Inc. Hanger had an great display of their products including new mastectomy devices. The next dinner meeting will be on Feb13 at Papadeaux Seafood Kitchen/Arlington Heights. Topic of the presentation will be: Upper Extremity Nerve Compression. Athletico will be sponsoring the event. Networking starts at 5:30, dinner/presentation at 6:30.

Indianapolis, IN

The 12th Annual Conference, Nov 8 at Hyatt Regency ~ Downtown Indianapolis, *Managing the Pyramid of Health—Mind, Body, Spirit* was a great success. There were 125 people who attended to meet and talk with 55 exhibitors.

Dr Sue Morter, was the keynote speaker was very energetic as she spoke of balancing the Body, Mind and Spirit through right use of our mental and emotional capacities and our nutritional lifestyle. **Rita M. McCloskey-Payne**, BA, MBA spoke of *Finding the Extraordinary in the Ordinary: Every Day is a Gift*, **Mike McKasson**, MA, LCSW spoke of the importance of *Behavioral Health In The Care Plan*, **Lisa Arms**, MHA, BSN, RN described how *Life's Journey (Palliative Care)-A patient care continuum from hospital to home health*, and **Margaret Inman**, MD, FACS lead us through the *Cost / Benefit of Bariatric Surgery*.

The Chapter is in the process of changing the time of our annual conference from the fall to the spring of the year. Our next conference is spring 2008. Although that sounds many months away we are presently in the planning processes. Directors have met with the first task on the agenda to plan the budget for the upcoming fiscal year. They all have diverse ideas and are energized to meld these ideas to meet the outcome of growth for Central IN CMSA.

Fort Wayne, IN

Fort Wayne Indiana CMSA Chapter is planning a seminar titled "*Everything You Wanted To Know About Case Management But Were Afraid To Ask.*" Debbie Stubbs with Summit Reinsurance will be the presenter. It will be held at the Rehabilitation Hospital of Fort Wayne (located near Lutheran Hospital) on Feb. 20. CEUs will be available.

Detroit, MI

CMSA Detroit is pleased to be able to host their 3rd annual member recognition night on Jan 23, featuring a theme "Pajama Jam", in which everyone is encouraged to come wearing their PJ's or if not they will be provided a sleepshirt upon registering. Every member is encouraged to bring a potential member on this evening as well. It's CMSA Detroit's way of saying "thanks" for being a case manager and a member of Detroit's CMSA. As in prior events it's a great networking evening but as everyone always asks will the chocolate fountains be there, but of course; 1 milk and 1 dark for the chocolate lover in all of us. CMSA Detroit will also be sponsoring their second annual Day Long conference on March 30 in which the topic "*Values, Ethics and the Law for Case Managers*". Presenting will be Dr. Diann Uustal (remember her from National, Texas 06, she was awe inspiring) and Kathleen Lambert, RN, BSN, JD of Arizona. June 5 will kick off Detroit's Dinner Conferences in which Dr. Randy Bruce, PhD will bring his knowledge and address Differential Diagnosis and using the DSM IV in Traumatic Brain Injury. CMSA Detroit will finish out the year with dinner conference on Sept 11 and Nov 13.

Hudson Valley, NY

We're having a heat wave!!! The Hudson Valley Chapter of CMSA board hopes that everyone enjoyed the holidays and wishes everyone a happy and healthy 2007. We'd also like to thank all of you you and congratulate you in assisting us in reaching an all time membership tally of 145 members!! Ya Hoo! Continued support of your chapter will assist us in reaching the chapters goal of entering and winning a membership award at the national conference in Denver, Colorado in June. Kudos and thanks to everyone for continued support!!!

After a much-deserved break for the month of January here is just a quick recap of our most recent event. The annual holiday celebration on Dec 6, was a return to our favorite spot, "Sam's of Gedney Way" for a spectacular celebratory dinner. Larry Gibbs, REMT-P of Air Trek Ambulance, presented the exciting topic of "*Principles of Air Medical Transport*". Co-sponsored by Cheryl Scanlan at "One Source" for Pharmacy and Home Care services, it was a fabulous meeting!

The lucky winner of the monthly new member raffle received a holiday gift, as did all of the attendees, who received a Hudson Valley chapter CMSA monogrammed sports bag as a thank-you for their continued support. Biscotti table centerpieces were also raffled off to many lucky attendees and everyone enjoyed a delicious buffet dinner.


The first event for the 2007-2008 seasons will be an annual and spectacular spot, the Culinary Institute of America in Hyde Park. This is always an awesome and well-attended event, the chapter is lucky to have Medtronics, Inc. graciously sponsor a sit down, three course dinner at the St. Andrews Café. Steven Walker a dynamic speaker, will be covering "*Treatments for Benign Prostatic Hypertrophy*". Please help support your chapter and plan on attending the 2007-2008 kick-off event on Feb 7, at the world-renowned Culinary Institute of America! There are still a few monogrammed HV-CMSA bags for those who were unable to attend in

December so try to come on up!! And remember, CMSA members always attend HV-CMSA meetings free with advance paid registration!

For all future Hudson Valley CMSA events, please frequently check out the website at www.hvcmsa.org.

Knoxville, TN

The TN Valley Chapter has redesigned it's web site to make it more interactive. Visitors can now sign up for e-mail, RSVP for luncheons or sign up as vendors for the annual conference. Our annual conference information is available and visitors will soon be able to register to attend. We've made it possible for vendors or sponsors to pay on the web site since we don't have other ways to accept credit card payments. We are promoting the web as a way to easily contact us, sign up for activities or ask questions about CMSA. We also are asking visitors to join the CMSA and making it easy to get information and applications.



MANAGING YOURSELF

Role of a New Leader is Often Very Stressful

The experience of a first-time leader is often one of the most trying in their career. They rarely have adequate training for the new management role. They suddenly have a wide range of policies and other regulations to apply to their Board. Work is never "done".

Guidelines to Manage Yourself

Everyone in leadership has gone through the transition from individual contributor to leader. Each person finds their own way to "survive". The following guidelines will help you keep your perspective and your health.

Monitor Your Work Hours

The first visible, undeniable sign that things are out of hand is that you're working too many hours. Note how many hours you are working per week. Set a limit and stick to that limit. Ask your peers for help.

Recognize Your Own Signs of Stress

Different people show their stress in different ways. Some people have "blow ups". Some people get very forgetful. Some people lose concentration. For many people, they excel at their jobs, but their home life falls apart. Know your signs of stress. Tell someone else what they are. Ask them to check in with you every two weeks to see how you are doing. Every two weeks, write down how you are doing -- if only for a minute. Stick in it a file marked "%*#)%&!#\$".

Get a Mentor or a Coach

Ideally, your past leaders are a very good mentor and coach. Many people have "been there, done that" and can serve as great mentors to you.

Learn to Delegate

Delegating is giving others the responsibility and authority to carry out tasks. You maintain the accountability to get them done, but you let others decide how they will carry out the tasks themselves. Delegation is a skill to learn. Start learning it.

Communicate as Much as You Can

Have at least one person in your life with whom you are completely honest. Hold regular meetings with Board and Committee Chairs -- all of them in one meeting at least once a month, and meet at least once every two weeks with each of your direct reports. A common problem among new managers and supervisors (or among experienced, but ineffective ones) is not meeting unless there's something to say. There is always something to communicate, even if to say that things are going well and then share the health of your pets. New managers and supervisors often assume that their employees know as much as they do. One of the first signs of an organization in trouble is that communications break down. Err on the side of too much communication, rather than not enough.

Recognize What's Important From What's Urgent -- Fix the System, Not the Problem

One of the major points that experienced managers make is that they've learned to respond to what's important, rather than what's urgent. Phone calls, sick employees, lost paperwork, disagreements between employees all seem to suddenly crop up and demand immediate attention. It can seem like your day is responding to one crisis after another. As you gain experience, you quit responding to the crisis and instead respond to the problem that causes the crises. You get an answering machine or someone else to answer the phone. You develop a filing system to keep track of your paperwork. You learn basic skills in conflict management. Most important, you recognize that leadership is a process -- you never really "finish" your to-do list -- your list is there to help you keep track of details. Over time, you learn to relax.

Recognize Accomplishments

Our society promotes problem solvers. We solve one problem and quickly move on to the next. The culture of many organizations rewards problem solvers. Once a problem is solved, we quickly move on to the next to solve that one, too. Pretty soon we feel empty. We feel as if we're not making a difference. Our subordinates do, too. So in all your plans, include time to acknowledge accomplishments -- if only by having a good laugh by the coffee machine, do take time to note that something useful was done.

adapted from www.managementhelp.org

Recruiting Tips

1. Be prepared. Have on hand current information about membership benefits. To help you communicate the value of CMSA. Give this information to your peers at work, at networking events, and at educational programs.
2. Take advantage of the wealth of information available on the website. Share a checklist or other information you downloaded from www.cmsa.org.
3. Reflect on the primary reason you first joined, and why you continue your membership. A personal anecdote, relating how CMSA has helped you, is often most compelling. You know the value of membership-the challenge is to communicate it to your fellow in-house counsel.
4. Be prepared to answer questions. It's a good idea to have some Why Join brochures on hand when you are talking to a colleague. A list of the member benefits would be a good start.
5. Listen to colleagues. Once you've determined your fellow in-house counsel's needs, tailor your message to address those needs, showing specifically how CMSA can help.
6. Be enthusiastic, and don't let objections throw you. Objections-particularly "I don't have the time" or "I don't have the money"-are to be expected. Remind your prospect that with CMSA membership they have access to hundreds of educational resources, and practical tips at their fingertips.
7. Another way to deal with objections is the "feel, felt, found" method. For example, if someone tells you that membership is too expensive, you can reply:

"I know how you feel. I felt the same way before I became a member. Since then, I've found that membership pays for itself-from discounts on Chapter programs and national conferences to invaluable networking opportunities and practice resources, I received more than double my annual dues."

OR

"You're right, it can be expensive if you're not receiving any value in return. I felt the same way before I became a member. What I found, though, is that membership is a professional investment in myself. By belonging to CMSA, I get the education I need to go further in my career. I also get valuable networking opportunities with my counterparts and additional education by attending local meetings that I can't get anywhere else. I gain critical knowledge, and I have used that knowledge to show my employer that CMSA membership is a worthwhile business investment that provides a significant return."

These are just examples. You can give it your own personal touch.

8. Follow up with your prospect. Inquire if they have additional questions
9. Invite colleagues to events. Tell potential members that they should attend local events to see first-hand the value of membership.
10. Encourage recruitment. Serve as a contact for the new members you recruit and encourage them to recruit others.

Adapted from Association of Corporate Council located at www.acc.com/php/cms/index.php

ADVOCACY & POLICY

What is Advocacy?

We often toss around the term "advocacy" as if we all had a clear understanding of what is meant by the term or what it means to "do advocacy." Particularly in a group of self-proclaimed "advocates" or among folks who consider themselves professionals in the field, little attention is paid to defining the term, as if everyone meant exactly the same thing; as if all advocates fought for the same cause or pursued the same results.

And while advocacy is a relatively simple activity, the term often carries with it a certain mystique. Sometimes we think that it must take something extra special to do this thing called advocacy and that, whatever it is, we must certainly lack that which is required to do it.

In actuality, advocacy is as basic as breathing.

The word itself comes from the root vocare: to call. Webster gives us a fine place to start when defining "the advocate:"

1. a person who pleads another's, or one's own, cause
2. a person who speaks or writes in support of something

Advocates call for justice, fairness, equality, more or less of something. They explain, translate, convince, argue, articulate, remind and direct change in thought, policy and action.

"Advocacy is the EDUCATIONAL process through which data, EXPERIENCES and insight are shared with those who craft PUBLIC POLICY so that they may make informed decisions.

What is Policy?

Policies have three things in common:

1. **Policy is Written:** This is particularly true regarding public policy. Policies must be written down. They may not exist in a clear and concise "policy statement," but policies can be discerned from rules, laws, guidelines and regulations.
2. **Policy is Approved by Legitimate Authority:** In a family, the "legitimate authority" is most likely one or both parents. For a corporation or a nonprofit, it's usually the board of directors. The "legitimate authority" for local, state, and federal government is divided between elected and appointed officials in administrative, legislative, and judicial branches. They approve policies, though citizens can have substantial input in creating them.
3. **Policy is a Guide to for Further Action:** Policies determine a general direction or course. For example, if the leaders of a local Housing Authority set a policy to refrain from constructing new affordable housing units, most of their activity may be directed toward the construction of "market rate" units or the rehabilitation of existing structures. When we want an institution or a government to follow a different course, we advocate for a change in policy direction.

Who Makes Policy?

In order to know where to most effectively direct educational advocacy efforts, it is important to understand how public policy is made. At all levels of government the basic policy responsibilities are divided into:

1. **legislative policy** that sets parameters for funding authority and goals for legislation;
2. **administrative policy** that sets regulations and guidelines once laws are made; and
3. **judicial policy** that interprets legislative and administrative actions.

The legislative responsibility at the federal level lies with Congress. At other levels of government the title of the legislative body may vary, but in general,

- the equivalent at the **state level** would be the **State Legislature**,
- at the **county level** the **County Commission**, and
- at the **city or municipal level** the **City Council**.

Each level of government also has its executive/administrative branch including the elected leader (President, Governor, Mayor, etc.) and appointed or employed administrative staff.

Why is it important to understand these distinctions?

- Different policy is determined at different levels.
- Asking the executive branch to change legislative policies may not only waste energy, but could alienate potential friends and supporters.
- Directing requests to the legislative branch for changes in specific regulations that were determined administratively, rather than legislatively, can also be unproductive. Advocacy should consist of educational efforts judiciously directed to the people who have influence over the decisions and policies in question.

It also helps to know that **those who work for the legislative and executive leaders** often have a great deal of influence on how policy is made, especially with regard to how policies and legislation are written. **Developing good working relationships with legislative aides or administrative staff can be a very productive use of time.**

DIRECT INTERACTION: In terms of direct interaction with policy-makers, there are several strategies useful for individual case managers.

- **Don't Wait - Start Now:** A basic principle from the "friendraising" approach is that you should not wait until there is a problem or even a particular issue to address before getting to know your legislators or the appropriate administrators at all levels of government.
- **Schedule a Visit:** An introductory visit just to let the person know about your project - what services you provide, where you provide them, who your clients are, etc. - will lay the foundation ahead of time for a helpful response when you need to contact the person regarding a particular problem or issue.
- **Issue an Invitation:** Even more effective than visiting the policy-maker's office is inviting that person to tour your project. Seeing first-hand what you do will leave a stronger impression than even the most compelling fact sheet or beautiful brochure.
- **Subsequent contact** with a policy-maker's office may then be either in person - group visits from staff, clients and board members are effective with legislators - or through phone calls, letters or faxes. Some of this contact may be the result of an individual project's issues, or in response to action alerts sent out by local, state or national advocacy groups.
- **Develop a System:** With regard to the latter, it is helpful to have some kind of network in place for responding quickly to such alerts. Phone trees, fax trees, etc. are common approaches to moving the information quickly and allowing for a rapid response to breaking issues.
- **Testify:** Case managers may also be asked to provide their expertise during the legislative or rule-making process. This could entail testifying in front of a legislative committee or at a regulatory hearing.
- **Draft Legislation:** If you have a good working relationship with legislative or administrative staff, you may even be asked to assist with drafting legislation or regulations, or to review and comment on drafts before release.

Adapted from National Health Care for Homeless Council 'State and Local Advocacy Manual' located at www.nhchc.org.