



Special Edition

2017-2018: The Year of Member Engagement

June 2, 2017

“Never doubt that a small group of thoughtful, committed citizens can change the world; indeed it’s the only thing that ever has.”
- Margaret Mead

As you probably know, I am beginning my Presidential year with an ambitious agenda for POMA and its members. Fortunately my colleague Trustees share my enthusiasm for taking our exceptional organization to the next level of performance and productivity. I trust we would all agree that our profession stands at a challenging moment; one rich in opportunity, rife with uncertainty, and primed to reward those who are bold and agile. My hunch is we have the natural resources, grit, and talent to get it right. One of the big questions is do we have the structure in place and the supporting “culture” to get where we want to go?



George D. Vermeire, D.O.

It is my strong belief that we do and can achieve and grow in direct proportion to engaging our members, in creating the conditions and frameworks that will allow us to collaborate, build, and flourish. This will not be easy — Rome wasn’t built in a day and quality care and excellence in our daily work isn’t achieved without hard work, dedication, and a plan. For our purposes, that “reinvention” plan has been underway and will take form and added dimension within the days and months ahead. As we begin our efforts words that come to mind and will guide us include alignment, prioritization, and engagement.

I believe we need to start at a basic organizational building block level. This anticipates member’s working together in pursuit of a common goal that is linked to the organization’s overarching game plan. Whether you call it teamwork, people working in groups, or the more familiar reference to committees — it takes extraordinary chemistry to get it right and fully capitalize on the considerable talents of our members coming together for the common good of the profession. With all that in mind we have decided to dedicate this special newsletter edition to reinvent our committees and, by so doing engage all of us in this critically important work. I ask all of you to give these pages your careful attention and, if you are so inclined, step forward to make your unique contribution to what will be an unprecedented display of unity and accomplishment.

What we intend to do in these pages is: explain what we are doing; give details on the specifics, including timelines; and provide forms to enable you to nominate yourself or a qualified candidate to serve.

Two things are important to stress as we begin. The first is to differentiate between committees and Boards that are elected by the membership, serve by virtue of a past position, or special appointees of the President. These include the POMA Trustees, the POMA Foundation Board, and the Executive and Finance committees, all of whom will not be impacted by this initiative and will continue to function.

The second point is that we are approaching this effort in stages. When we looked carefully at our existing structure we realized that POMA has more than 80 committees or working groups. Many of them served an important purpose when established, but may have run their course. Other committees and work groups may be in need of rethinking/ retooling, could benefit from possible consolidation, and increased connectedness to POMA. There is a section in this newsletter where Chairs and members of committees and work groups not included in the first stage will be asked to provide input and insights on their experience. As part of our overall structural assessment we are trying to determine the best path forward. We would benefit from your thoughts.

The Plan

When this effort began we focused on a few straightforward questions:

- What type and scope of work are our committees involved in?
- How does the work of the committees link to the overall goals of the association?
- Which of our committees are active and effectively engaging our volunteer members?
- Where do we go from here and how do we rethink, and if necessary, restructure committees?

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Some of the initial assumptions that were at the core of our work included:

- Committee work, due to a number of factors (discretionary time, interest, focus), needs to be reconsidered with a bias toward smaller work groups which are time limited and more agile.
- Our committees are not working in tandem with the association's leadership.

Our initial exploratory process revealed that:

- A number of committees that were created for a clear purpose, may no longer have relevance, or were floundering;
- Some work was being done in isolation and not connected to our governing bodies;
- A number of committees had not met in some time and there was uncertainty about their future viability;
- There were members who were interested in participating on a committee but were wary of taking time to participate in a process that was not productive, thinking that their contributions and their experience would be unsatisfactory.

From these observations and information we reached the following conclusions, which form the basis for our plan going forward:

1. Committees are important to POMA's success. One of the challenges is to identify which ones.
2. The experience one has as a volunteer and what defines a successful volunteer encounter is changing. Folks are looking to have real impact, are interested in more short term, time limited engagements that have a beginning and an end.
3. The quality of leadership demonstrated by Chairs is vital to the outcome and working process of a committee.
4. The selection process, the creation of criteria upon which potential committee members can decide to apply, and the time commitment all need our attention. We must be clear in establishing the link between the anticipated work and the skills/experiences that will lend themselves to success.
5. The link between the committees and the governing bodies needs to be clear and consistent.
6. POMA would benefit from looking at alternatives to the traditional committee concept and think about the use, when warranted, of teams, work groups, and Task Forces. POMA's recent and very positive experience with the Mental Health Task Force is an excellent example.
7. To ensure all participants are aligned in terms of the work of POMA and the values that are central to accomplishing our mission, a discrete number of "core values" will be identified, integrated, and utilized in all aspects of the work.

As a result of this broad organizational conversation, the following plan is put forth:

1. Beginning in June and for a six month pilot period, a select group of committees and a Task Force will be engaged

in a laboratory type of experience. In addition, a secondary list of committees will be identified and put on "pause" while the reinvention takes place. The initial focus will be on Membership, Communications, Education, and Legislative committees. In addition two work groups will be part of the effort, the Mental Health Task Force and a recently convened assembly of POMA's District Chairs. In the second phase those committees and work groups not included originally (approximately 78) will be assessed for relevance and value. Based upon that assessment they will be either dissolved or, if viewed by the Trustees as significant contributors to future sustainability and growth, they will be integrated into the process, with the findings and accumulated experience used to align them.

2. Create a template for the primary committees and work groups that address: ideal size, expectations, mechanics, selection criteria, and success metrics.

3. Develop a "game plan" for each of the committees and work groups (including goals) and translate the information into a "call for nominations"

4. Use the game plan as a guide to direct the behavior and performance of the committees and work groups to ensure alignment and accountability, and establish the process for reporting to and receiving feedback/input from the Trustees.

5. Each committee Chair will participate in a training session focusing on facilitating a productive meeting, being results oriented, and ensuring alignment regarding committee work and POMA governance direction.

6. Criteria and a selection process will be put in place to invite, evaluate and select the committees newly comprised membership. An announcement, which will include the criteria and explain the process, will be prepared utilizing the POMA newsletter as the vehicle to communicate the proposal.

7. The Trustees will provide clear direction, tangible goals, and create a process that ensures ongoing dialogue between Chairs and the Board. This exercise and the production of a document and communication plan capturing the details will occur during the August meeting of the Trustees.

8. And finally POMA will benefit from looking at alternatives to the traditional committee concept and think about the use, when warranted of teams, work groups, and Task Forces.

Core Values

Earlier in this memo it was noted that performance in pursuit of these goals is linked to organizational core values. The following is an initial attempt to identify them and discuss in detail how they will "show up" in our work.

It is clear that engagement is intensified when an organization's core values are recognized and integrated into the

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manner in which work is accomplished, guide the interactions and relationships, and are congruent with the prevailing culture. When put into practice these values play an essential role in promoting the mission of osteopathic medicine. Evidence of their existence and practical application can be seen in the way POMA governs itself, manages its programs and services, shares information and makes decisions, and by its behavior and performance.

We have identified an initial set of core values and introduce them here to begin a conversation. Over time they will be refined, new ones added, and others replaced by values that are more responsive to the changes the organization experiences.

Transparency is honesty and openness, particularly in the area of governance.

Accountability is the act of accepting responsibility and the obligation of an organization or individual to account for one's actions. It is often linked to transparency.

Collaboration and Trust are dominant themes and highly valued within the association community and the health care delivery system. Both are viewed as critical components in producing successful outcomes.

Innovation and Creativity are central to POMA's reinvention and their presence ensures receptivity to solutions and a willingness to take risks and actively pursue continuous improvement.

Servant Leadership is a leadership philosophy and set of leadership practices that focuses on serving others, places the success of the whole over individual success, emphasizes listening and empathy, and follows a belief that people can accomplish much when inspired by a purpose beyond themselves.

During the six month pilot phase these values will be emphasized in our daily activities and will define how work is done, establish expectations and obligations that are shared between members and staff, and set the stage as we move toward the future. It is anticipated that these values will be fully integrated into the culture of POMA and positively impact what we do and how we do it.

Timeline

June 2: Announce A "Call for Nominees" — Prepare and distribute to the general membership a call for interested individuals to self-select or nominate qualified individuals to serve on specific committees or task forces. Such a communicate will begin by providing an overview of the committee re-launch effort including a statement of purpose, timeline,

description of the anticipated work, the types of skill sets and experience that would be additive, and the selection process. The task will include preparation of the announcement, and the creation of a form to indicate interest and demonstrate qualifications.

An example might be the Education committee who could be focusing energy and expertise on expanding the scope and reach of CME programs. Attributes and skill sets that might be relevant and valuable to this work might include: experience in conducting/participating in CME offerings, faculty members familiar with learning theory and curriculum development, a member who understand marketing and promotion, or a District member who has participated/led their educational programming. All of these elements could be used to encourage interest and make selection.

June 16: Committee and Task Force Chairs are Identified and Commitments Made. This process will include all potential Chairs being briefed on Chair Roles and Responsibilities and expectations for deliverables.

June 20: Deadline for Nominations/Expressions of Interest.

June 28: Chairman Selection Committee Convenes and selects committee members, in collaboration with Chairs. In addition, the committee will review member input on POMA committees.

July 12: Selection Letters Go Out with Letters of Agreement.

August 5: Trustee meeting — Trustee meeting where the Trustees will generate the "charge" for each committee, agree to a communication process and plan, and launch the six month pilot. The committee chairs could meet with the Trustees to "get" their specific charges and move forward.

Pilot Period: June, 2017 - January, 2018

Communication Plan

The importance of communicating progress and change cannot be understated. A plan will be developed to communicate with the committees to successfully: share their progress with the general membership, invite member input where desired, create a narrative telling their "story" and celebrate their accomplishments. We will use a combination of familiar platforms (the POMA newsletter) and newer platforms (discussion groups through POMA's Facebook page and the POMA website) to both share information and engage the membership throughout this time of reinvention.

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The Role of the Chair

A critical ingredient in the success of committees, in addition to clarity, adequate resources, and a strong complement of talented and energetic individuals, is the Chair (voluntary leader). Recognizing the pivotal role of this position, the selection of a Chair for each committee or task force will be done with great care. The qualities and skill sets that will be required to produce each committee's successful outcome will be key determinants in Chair selection.

General Selection Criteria for Chair:

- Available time — While an estimate, committee chairs will be expected to make available up to four hours per month;
- The ability to communicate effectively and concisely, including listening;
- Experience — Successful service as a member of a committee, ideally including serving in the role of Chair. In addition, any relevant experience with the subject matter (Example: Publications — writing articles, engaged in scholarly journal activities) would be a plus;
- Able to facilitate a meeting that produces desired outcomes, delegates activities, and engages members in the work of the committee;
- Manage the committee to adhere to and align closely to the charge it is given by the Trustees and interact with the trustees from a reporting and consultative perspective;
- Leadership qualities to motivate and inspire people to action.

Committees/Task Forces/ Work Groups

Membership

Purpose: To significantly enhance/upgrade the POMA value proposition.

Size: 6-8 members

Skill and Experience: Understanding of associations, attracting and retaining members, member benefits, and adding new member services, and able to interpret member needs.

Performance Expectations: Review member benefits, analyze existing data on member segments and assess growth potential, provide input in the design and conduct of member surveys and assessment tools, make recommendations on new services and products, and membership recruitment campaigns.

Trustee Outcomes or Priorities: Expand the membership yearly (%), with an emphasis on new members and retaining current members, introduce new services that are consistent with emerging or identified member needs, survey the general membership once a year to assess satisfaction and trends, and conduct successful campaigns that target specific audiences and populations.

Mechanics: The committee will communicate once a month, meet at the annual meeting, and provide ongoing progress reports and share findings with the Trustees through the Chair.

Success Indicators: Increased membership, change in member satisfaction scores (%).

Legislative

Purpose: Establish a presence in the Pennsylvania Legislature that positions the association to successfully influence/impact decisions relevant to osteopathic medicine.

Size: 6-8 primary members — may selectively utilize an advisory council model to ensure state-wide representation and ability to mobilize POMA regions.

Skills and Experience: Familiarity with the legislative process and previous experience in a similar role.

Performance Expectations: Work with Legislative Consultant in monitoring relevant legislation, review and provide input on legislation, serve as “communicators” back to POMA districts, self identify to represent POMA on legislative issues locally, function in an advisory capacity to the association in legislative matters, and participate in legislatively-focused activities such as the POMA booth at the Annual meeting, design and deploy a member database that identifies member legislative districts and identifies legislators.

Trustee Outcomes or Priorities: Establish and execute a legislative agenda for the year that is both reactive (addressing incoming legislation and policy proposals) and proactive (introducing legislation that is in anticipation, shapes the delivery of health care), and both communicates this information and engages members in a process to exert influence in the legislative arena.

Mechanics: The committee will meet on an “as needed basis” and working closely with the legislative consultant, the committee through its chairs will report formally (in writing) and in person to the trustees on a regular basis as required.

Success Indicators: Effectively neutralizing legislation that would be harmful or produce adverse effects and introducing and receiving passage of POMA generated legislation; build an effective statewide network of POMA advocates able to mobilize when needed; establish through PAC giving and relationship building, the existence of a focus group of legislators that are critical players in determining the outcomes of legislation impacting DOs.

Communications

Publications

Purpose: Provide publications that inform and meet member needs.

Size: 4-6 — Special consideration given to members who have publications/writing experience.

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Skills and Experience: Experience as a writer or with publications, familiarity with scholarly endeavors, have knowledge of current trends in medical publications.

Performance Expectations: Review materials, engage in dialogue regarding the direction and information accessing behavior of members, explore the future of communications and information dissemination, participate in the planning of the next generation of POMA communication vehicles.

Trustee Outcomes or Priorities: Review and revamp all POMA publications, advance a set of recommendations and plans to modernize the website, become a recognized publication through MEDLINE indexing and the U.S. National Library of Medicine.

Mechanics: The committee will meet and communicate by phone twice a month for the first six months, then return to a monthly meet/call. The Chair will report to the Trustees on a scheduled basis and report on activities and progress to date on Trustee outcomes.

Success Indicators: Publications receive a member satisfaction score that indicates a clear increase in favorable scoring, the Journal is accepted into the MEDLINE process, increased activity in the Social media arena, and increased use of the website based upon digital metrics.

Public Relations

Purpose: To communicate a compelling story informing the public about osteopathic medicine.

Size: 8-10

Skills and Experience: Knowledge of marketing, conducting promotional campaigns, understanding of the marketplace, and public opinion polling.

Performance Expectations: Meet twice a year to consider data and the state of the marketplace to plan and oversee promotional activities and campaigns on behalf of osteopathic medicine.

Trustee Outcomes or Priorities: TBD

Mechanics: The Task Force will receive a staff prepared white paper addressing the current climate, explore perceptions, and assess level of awareness (within the Commonwealth) regarding osteopathic medicine and physicians.

Success Indicators: Level of activity and an increased awareness and ability to comprehend and appreciate osteopathic distinctiveness.

Education

Innovations Task Force

Purpose: To focus specifically on methods and advances in adult learning, the use of new technologies, and recommending adoption of those innovations deemed to be in alignment with POMA's priorities and efforts to anticipate and meet member needs.

Size: 8-10

Skills and Experience: Experience in academic set-

tings, familiarity with adult education and learning, grasp of technology and learning.

Performance Expectations: Identify and collect information on innovations and educational techniques suited to POMA's membership.

Trustee Outcomes or Priorities: TBD

Mechanics: Meet twice yearly in conjunction with POMA's August Trustee meeting and the Clinical Assembly.

Success Indicators: The identification, introduction, and execution of new technologies.

CME Task Force

Purpose: To support POMA's educational efforts and activities related to continuing medical education including anticipatory programming, monitoring licensure requirements, and the use of innovative educational methods in supporting a member.

Size: 8-10

Skills and Experience: Experience in planning/conducting CME programming, knowledge of CME trends and future programming, awareness of licensure requirements related to CME.

Performance Expectations: Analyze data and trends regarding CME programming and make recommendations on POMA programming, new products, and potential collaborations.

Trustee Outcomes or Priorities: Ensure POMA's continued success based upon market share and new product development.

Mechanics: Meet three times a year to conduct business and develop and execute a plan.

Success Indicators: Continued success in the educational arena.

Clinical Assembly

Purpose: To plan, facilitate, and evaluate the yearly Clinical Assembly and to ensure the educational experience, including programming and curricula, exhibits, and special events, achieve a level of excellence.

Size: 10-12

Skills and Experience: Familiarity with the conduct and support of large educational events, awareness of emerging topics and trends that will determine programming, and the ability to anticipate and translate member educational needs.

Performance Expectations: Produce an annual educational event that is comprehensive, anticipates the educational and experiential needs of the membership, and plays a primary role in the actual execution of programming and content.

Trustee Outcomes or Priorities: Continue to be a major force in osteopathic medical education and provide a memorable experience for the membership.

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Mechanics: Meet at various points during the year with an increased intensity in the four months prior to the actual event.

Success Indicators: Attendance and revenue.

Foundation Scholars Work Group (2017-2018)

Purpose: To oversee, plan, and promote the design and utilization of scholarly programs and initiatives in support of Osteopathic medicine, utilizing the POMA Foundation.

Size: 4-6

Skills and Experience: Understanding and experience in educational programming, held position in academic setting, curriculum design, logistics and mechanics of distance learning and webinars.

Performance Expectations: This newly formed work group will focus on the critical issues of the day for osteopathic medicine. In 2017-2018 the task force will look at osteopathic distinctiveness and advance plans/initiatives to address it.

Trustee Outcomes or Priorities: TBD

Mechanics: Meetings by teleconference

Success Indicators: Launching an initiative in the current year.

Mental Health Task Force

Purpose: To summarize and share the MHTF findings and design and develop programs in support of their mission — Enhancing the health and well-being of physicians, in such areas as work-life balance, managing stress, and strategies for health and fitness.

Size: 6-8

Skills and Experience: Familiarity with issues relevant to the scope of work, direct experience with medical school students and residents, skills in developing surveys and understanding data, and experience in grantmaking and the RFP process.

Performance Expectations: The task force will create opportunities for open dialogue regarding personal well-being and develop tools and resources for managing well-being for all levels of the osteopathic profession.

Trustee Outcomes or Priorities: Maintain monthly submissions for the “How Are You DOing?” column in publications, create a professional mentorship program that connects students and residents with practicing physicians, survey the membership to monitor well-being over time.

Mechanics: The task force will meet bi-monthly by teleconference.

Success Indicators: Increased awareness of the importance of health and well-being in the physician population, as well as the general patient population.

District Chairs Work Group

Purpose: To provide a community of support and resources for POMA District Chairs, within which each can receive training, develop skills, and share information and solutions.

Size: Consistent with the number of Districts — currently 13

Skills and Experience: Currently serving as a District Chair.

Performance Expectations: The work group will gather for leadership training and to exchange ideas and solutions in developing the POMA districts and increasing opportunities and levels of engagement.

Trustee Outcomes or Priorities: Convene a training/planning program in August to bring together District leadership and develop the schedule of events for FY 2017-2018. Attend a training/resource sharing meeting in August to coincide with the POFPS meeting.

Mechanics: Meet in person in August (during the POFPS’s meeting).

Success Indicators: Increased activity within the districts as measured by attendance and programming.

Selection Process and Criteria

The selection process will be driven by the goal of selecting those individuals who can have immediate impact and make a sustained contribution to the work effort. Individuals are strongly encouraged to consider the criteria and make a determination on their fit and suitability for volunteer service. It should be understood that organizational need priorities will change from year to year and different talents and experience will be required as needs and challenges change. Thus assignments are made for a one year period, with annual review and potential renewal. While each individual committee/task force/work group will have distinct criteria that relate to their work and activities, the general set of criteria for selection are as follows:

- A clear understanding of, and demonstrable commitment to, the mission of POMA.
- A willingness to prepare for, attend, and participate in meetings.
- Subject matter knowledge and prior experience in the committee’s scope of work is a plus.
- A desire to learn and expand professional fitness.
- The energy and willingness to focus on and successfully meet Trustee determined outcomes.

We Want to Hear From You!

We trust it is clear from the materials that have been prepared that we view committees, and those who serve on them and are able to share their resources and expertise, as crucial to our success. Now we need to hear from you!

Share Your Thoughts!

We are very interested in the member experience and concerned that, in this transitional moment, something could get lost that is valuable and worthy of our attention. Communicate your thoughts and insights on committees/task forces/work groups past, present, and future. Please use this form to communicate your thoughts, insights and comments on committees, task forces, and work groups within POMA past, present and future.

Call for Nominations

Thank you for your interest in serving on, or nominating someone to serve on, a working group within POMA. This form is intended to communicate your interest in committee service. To do our job successfully we appreciate your willingness to answer these questions. These forms are due into the office electronically or regular mail by **June 20, 2017**. You may also complete the nomination form online at <http://www.poma.org/survey/TakeSurvey.asp?SurveyID=3526n31K999MG>.

Name: _____

Previous POMA committee experience: _____

Which committee/task force/work group is of interest to you? _____

Please explain your interest in this committee to help the selection committee better understand your motivation to serve as a committee member. _____

What do you intend to get out of this experience? _____

What do you believe will be your major contribution to the committee's activities? _____

Do you have experience/knowledge of the subject matter you would be utilizing as a member? _____

Thank you for taking a moment to provide this helpful information!