

LEADING A COMMITTEE MEETING

CORD ACADEMIC ASSEMBLY 2015

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I. Introduction - Why is this topic so important?

- Types of meetings (general categories)
 - Those that are required at any level: accreditation (ACGME in our world), institution, departmental, program
 - Solving a problem/soliciting input
 - Making a decision

- ACGME mandated meetings: CCC & PEC
 - CCC
 - Appointed by PD
 - 3 Core faculty minimum
 - Have a charter
 - Substance/deliverables
 - Provide milestone levels for each resident semi-annually
 - Review evaluations
 - Advise PD on...
 - Resident progress
 - Promotion
 - Remediation
 - Dismissal

 - Report to ACGME online (WebADS)
 - Pearls:
 - Bedside, real-time evals preferred
 - PD discouraged from being Chair
 - No residents allowed
 - Non-physicians encouraged to be on CCC
 - Document discussion well
 - Utilize LMS to help
 - Organize the data for your members ahead of time (use PC to organize data)

- Fair amount of prep time by CCC members required for success
- PEC
 - Old idea, new name
 - Appointed by PD
 - 2 teaching faculty minimum
 - 1 resident minimum
 - Have a charter
 - Substance/deliverables
 - Planning, developing, implementing, and evaluating educational activities
 - Review and advise on curriculum G&O's
 - Address areas of ACGME non-compliance
 - Review evaluations of residents, rotations, program and faculty
 - Commission the Annual Program Evaluation (APE) and develop action plan for APE
 - Develop written action plan and track progress
 - Ratified by teaching faculty
- Program leadership meetings
 - Importance: solicit input, ensure everyone on the same page, info sharing and dissemination, camaraderie, everyone on team has a seat at the table on a recurring basis
- Other meetings
 - Meetings can easily be overdone! Find ways to "double-up" to reduce meeting load on everyone - e.g., condense reports of several free-standing meetings into larger program leadership meetings, eliminate unnecessary meetings
 - Advance prep work is key to keeping succinct and productive

II. Executing a Successful Meeting

- Have a plan! e.g., don't just show up at the meeting along with everyone else when you are the Chair!
- Preparation for a meeting (including timely/pertinent follow-up after the meeting) is in many ways equally, if not more important, than the actual meeting itself
 - Why are we meeting? required (ACGME), essential to operations (program leadership or other recurring meetings part of fabric of program functioning), ad hoc (acute issue)
 - Can the goals and objectives be accomplished in an alternative fashion that would be more time- and effort-efficient?
 - In planning for a meeting, you may decide the best course of action is no meeting at all

- Identify the key participants
 - Problem solving/soliciting input → ensure that key stakeholders are present, or at least information is gathered from them in advance
 - Stakeholders
 - Amicus brief concept → GME or Chair or off-service rotation coordinator input into issue impacting your trainees
 - Making a decision → is the “decider” present? What type of leg work needs to be performed in advance so a decision can actually be reached at the meeting
 - Role of Chiefs / trainee input
 - Presence at the meeting vs. other input
 - Hybrid model: chiefs present for first portion, faculty-only for latter portion (e.g., remediation issues, CCC follow-up, etc.)
- Set the agenda, and distribute the agenda in advance of the meeting
 - Consider assigning roles for reports or eventual follow-up in advance -- avoids the issue of everyone looking down at the table when asked “who would like to take on this task?”
- Send the invitation
 - Setting/location - make it convenient, practical
 - Timing - make convenient for all (e.g., conference days, but only if participants won't be too burned-out from an already long day)
 - Food: boon (draws people in, helpful for lunch hour) or a bust (can be a distractor, and may influence duration of meetings that are intended to be shorter - tough to do lunch at a half-hour long meeting)
 - Consider personalized invitations in addition to general email blast - personal conversation, or personal correspondence
 - Particularly important for first of recurring meeting series - invite CCC members personally at beginning of each academic year
 - More personalized interaction, and allows you to discuss expectations of being a cmte member, and to answer any questions
- Immediate pre-meeting prep
 - Prepare logistics - program coordinator / program admin office support often key
 - Distribute agenda
 - Distribute key reading materials
 - Helpful advance prep for cmte members to focus meeting agenda
 - Be mindful and respectful of the amount of info/detail that you send out - not too much, and not too close (7am preceding an 8am meeting!)
- Leading the meeting
 - If you as the cmte or meeting Chair arrive on time, you are late!
 - Show up early - important to set the tone, lead by example, troubleshoot any issues

- Establish ground rules / expectations / agreements
 - Most important in 2015 = device use
- Be respectful of everyone's time - don't "back-up/reverse" or start again when others are late - instead, offer to fill them in after the meeting
 - Participants are less likely to be late next time!
- Execute the agenda - keep things moving, ensure that all viewpoints are heard
 - 'Round the horn before meeting concludes - great team-building exercise
- Close the meeting - recap, make sure assigned tasks are understood (the communication loop: sender → receiver → sender verifies)
- After the meeting
 - Send a recap/follow-up note
 - Proactively manage post meeting tasks/assignments
 - When you are the cmte Chair, YOU are ultimately responsible for the committee product - that includes follow-up and details

III. Conducting Effective Virtual Meetings - need a webcam (external or built-in), microphone, and speakers (tip: headphones with mic work great!)

- Google hangouts
 - Free
 - Need to be familiar with product
 - Not a ton of product support
 - Requires simple software download
 - Can screenshare (single presentation) off any participant or only one
 - Can have several people with audio and video speak and not talk over each other
 - Can record and archive
 - Multiple participants
 - Unlimited listeners
 - Need 1 "techie" present for problem-solving
- Skype Group Calls
 - Free - as long as they are Skype members
 - Up to 10 people per call
 - Need to be familiar with product
 - Not a ton of product support
 - Requires simple software download
 - No screenshare
 - Can have several people with audio and video speak but allows them to talk over each other
 - Can NOT record and archive
 - Need 1 "techie" present for problem-solving
- GoToMeeting
 - Commercial product
 - VERY simple to use

- Simple download
 - Active product support
- One leader but multiple participants
- Can have several people with audio and video speak and not talk over each other
- Can record and archive
- Multiple participants but number limited by plan tier
- Can call-in for audio only
- No technical expertise required
- Google Chat (2 person meetings)
 - Free product - Requires Google accounts
 - Only 2 people
 - No screen share
 - VERY easy to use
 - No recording

IV. New to the Role? How to establish yourself as a committee or meeting leader when new to the role or new to the shop

- Running meetings with those that you used to report to
 - Solicit audience experiences as to what has worked and what has not
 - Listen first, talk second
 - Individual outreach to key allies and to limit impact of key adversaries, people need to know that they will be heard
 - People are not against you, they are for themselves

V. Meeting Pearls: Do's & Don'ts

- Never ask a question that you don't want to know the answer to
- Consider "drop-in" role of experts, as opposed to full meeting participation - manages expectations of the visitor from the outset
 - e.g., faculty mentor for a resident on remediation plan
 - Director of GME
 - Off-service rotation reps
 - Perhaps even your Chair!
- Go around the horn - make sure everyone has a chance to participate (particularly with smaller meetings - e.g., fewer than a dozen participants)
- Don't cut off - rather, re-direct
- Facilitate everyone talking - all opinions expressed
- When everyone looks down at the table when asked who wants to take on the unsavory follow-up task...
 - This is where pre-meeting prep pays off
 - Alternatively, personalized invitations post meeting could assist in achieving goals

- Pre-vet contentious (or potentially contentious) issues
 - Better to line up info and lean in than wage an intra-meeting war
- Don't be scared of conflict - it helps solve issues
- Dealing with meeting hecklers
 - If all else fails....call for a brief refreshment or restroom break
- Praise publicly; criticize privately
 - High EI (emotional intelligence) is key - everything you say or do as a leader impacts others - be mindful of this fact when leading a meeting

VI. Conclusions

Take-home points:

1. Meeting prep (and follow-up) equally important to meeting itself
2. Establish ground rules at outset (e.g., device use)
3. Give everyone a voice - go 'round the horn
4. If you show up on-time as the leader, you are late
5. Personalized invitations can go a long way

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