Leading Effective Meetings in Healthcare

Mindy G Spigel RN, MSN, CPN, CPXP
"Could we extend the annual meeting? I still have a lot of complaining to do!"
A camel is a horse designed by a committee.
Objectives

- Assess the need for a meeting, appreciating its cost to the organization.
- Plan a well organized meeting, generating an effective agenda.
- Conduct a productive and efficient meeting, facilitating group process and problem solving.
- Evaluate the effectiveness of the meeting in terms of accomplishing objectives AND facilitating members feelings of involvement.
# How much do meetings cost?

<table>
<thead>
<tr>
<th>Average hourly wage</th>
<th>2</th>
<th>4</th>
<th>6</th>
<th>8</th>
<th>10</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5</td>
<td>10</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
<td>60</td>
</tr>
<tr>
<td>$10</td>
<td>20</td>
<td>40</td>
<td>60</td>
<td>80</td>
<td>100</td>
<td>120</td>
</tr>
<tr>
<td>$15</td>
<td>30</td>
<td>60</td>
<td>90</td>
<td>120</td>
<td>150</td>
<td>180</td>
</tr>
<tr>
<td>$20</td>
<td>40</td>
<td>80</td>
<td>120</td>
<td>160</td>
<td>200</td>
<td>240</td>
</tr>
<tr>
<td>$25</td>
<td>50</td>
<td>100</td>
<td>150</td>
<td>200</td>
<td>250</td>
<td>300</td>
</tr>
<tr>
<td>$30</td>
<td>60</td>
<td>120</td>
<td>180</td>
<td>240</td>
<td>300</td>
<td>360</td>
</tr>
</tbody>
</table>
What could go wrong?

- No agenda/goals
- No pre meeting orientation
- Late start
- Poor/inadequate preparation
- Getting off the subject
- Too long
- Inconclusive
- Disorganized
- Ineffective leader
- Irrelevant information
- Time wasted
- Interruptions
- Rambling digressions
- No published results
- Ineffective decision-making
5 R’s of a Good Meeting

- Right Meeting
  - Right Route
  - Right Time
  - Right People
  - Right Preparation (dose)
"Would you tell me please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where..." said Alice.

"Then it doesn't matter which way you go," said the Cat.

"Alice in Wonderland"
by Lewis Carroll
5 R’s of a Good Meeting

- Right Meeting
- **Right Route**
- Right Time
- Right People
- Right Preparation (dose)
Sometimes…. medication is a lot to swallow.
5 R’s of a Good Meeting

- Right Meeting
- Right Route
- **Right Time**
- Right People
- Right Preparation (dose)
Waiting Long?
The length of meeting increases in direct proportion to the square of the number of people present and awake.

Anonymous
5 R’s of a Good Meeting

- Right Meeting
- Right Route
- Right Time
- **Right People**
- Right Preparation (dose)
5 R’s of a Good Meeting

- Right Meeting
- Right Route
- Right Time
- Right People
- Right Preparation (dose)
Middle 1/3 has quality of:
1. psychological focus
2. physiological alertness
3. attention
4. attendance

<table>
<thead>
<tr>
<th>Item 1</th>
<th>Item 2</th>
<th>Item 3</th>
<th>Item 4</th>
<th>Item 5</th>
<th>Item 6</th>
<th>Item 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minutes</td>
<td>Announcements</td>
<td>Easy</td>
<td>Moderate Difficulty</td>
<td>Hardest Item</td>
<td>For Discussion</td>
<td>Easiest Item</td>
</tr>
<tr>
<td>10 mins.</td>
<td>15 mins.</td>
<td>15 mins.</td>
<td>15 mins.</td>
<td>25-40 mins.</td>
<td>15-30 mins.</td>
<td>10 mins.</td>
</tr>
<tr>
<td>1/3</td>
<td>40 mins.</td>
<td>2/3</td>
<td>80 mins.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Creating the agenda

- Organize your items
- Start with those that unite, uplift
- Middle 1/3, most people present and alert
- Expectations clear
- Notify people if on they are on the agenda
Parts of Agenda Items

- Topic
- Action
- Orienting Information
- Time allotted
- Person Responsible
Conducting the Meeting

- Start on time
- Provide direction
- Create a relaxed atmosphere
- Attendance
- Gatekeeper
- Watch group dynamics
- Ground rules
Ruthless Gatekeeper

- Talk Show Host
- Keep meeting moving
- Do not let group get bogged down on one issue
- Given the late time..
- Let’s hear 2 more comments
- That point leads to the next..
Group Dynamics

- Encourage enabling behaviors
- Ignore or confront dysfunctional behaviors
- Keep it positive, productive, on track
- Redirect monopolizers
- Encourage the quiet members
Decision-Making

- Clear definition of problem
- Exercise restraint
- Brainstorm (Generate lots of ideas)
- Disagreement is okay
- Maintain positive tone
- Action plan
Problem Solving

- Diagnose the problem
- Enthusiastic
- First 5 -10 solutions (no censoring)
- Analysis
- Select choice (multivote)
- Get consensus, put into the minutes
Set the standard that challenges are welcomed in your committee, but come prepared with solutions and we will discuss. Get rid of dumping and chronic complaining ...OWNERSHIP
Motivating the Committee to Get Work Done

- Your committee supports the idea of creating a brand new health education curriculum for the elementary schools. The school board approves the decision, but says it will be your job to implement the change including developing the educational materials, product, educating the school nurses about the program, introducing the program to the principals and the schools and developing the necessary policy and procedures. When you ask your committee of 15 where to go from here, the room is silent as everyone is looking back at you.
As the team presents the new curriculum to the nurses, Wanda Itwontwork immediately took her stance and said “no way”!!! “our school is different;” “we won’t do it, it won’t work”

Several other nurses reported knowing other school districts who have done it successfully.

Wanda and her friends snickered among themselves, brushing off the speaker. Everyone else became quiet.
Attendence

- Plenty of notice
- Fun notification/enticing
- Food, Door prizes
- Timing
- Comments are taken seriously; attendance makes a difference
- Decisions are not already made
- Involve everyone; involved people more likely to attend
- What percentage is one way communication?
- Results?
Participation

- Enthusiasm
- Brainstorming
- Open ended questions
- Ask for and encourage different opinions
- Thank people for their input
Meetings are running too long......

- Too much on agenda?
- Off topic?
- Repetition?
- Rambling digressions?
- Difficulty with decisionmaking?
- Start on time, finish on time
- Time keeper
- Rules decided by all and posted each time
Negativity

- Change is hard
- Blockers and naysayers: who has the power?
- We tried that before
- Bring a solution
- Time limit
- Ground rules
Volunteers

- Typically 80% of the work is done by 20% of the people
- What keeps people from volunteering?
- Small bites
- Trying to accomplish too much?
- Recognize and make them feel needed
- Buddy assignments
Get and Keep the Excitement Going

Start with the small stuff
One or two goals at a time

Team input

Results and celebrations
Why Minutes?

- Captures essential information of a meeting
- Decisions made: Who, what, when, where, how, why
- Action items: get work done
- Assignments
- Keeps attendees on track
- Useful information for people not at the meeting
What should be included?

- Type of meeting
- Date, time, location
- Attendance
- Motions and decisions
- Business discussed
- Assignments
- Date for next meeting
- Adjournment
Too much or too little?

- Typically, less is more
- Topic, decision, action plan, person responsible
- Focus on the decisions and action items NOT the verbatim discussion
How to take minutes:
Before the meeting

- Template
- Agenda: use it to formulate an outline
- Sign in sheet
- Decide on tool to use (tape, computer, pen and paper)
How to take minutes: During the meeting

- Pass around the attendance sheet
- Note the time meeting started
- Don’t write down every word, just the main idea
- Record motions and decisions
- Record any items tabled or referred to the next meeting
- Assignments/Action items
- Adjournment time
How to take minutes:
After the meeting

- Type up the minutes as soon as possible
- Be objective
- Ask someone to review the minutes
- Proofread before submitting
- Save a copy for the future
Summarize: Wrap it up!

- What’s decided
- Responsibilities
- Deadlines
Follow Up/Evaluation

- Preparation
- Attendance
- Worth
- Participation
- Group Dynamics
- Assignment sheet
- Next agenda
Questions?

Thank you!!