

Lightning Round: Issue Identification
Governance and Communication Projects of The New CMS
(2015 HOD Governance and Communication Reforms)

Discussion topics: Governance and communications projects of The New CMS

Why are we discussing these projects? The board has a responsibility to: (1) Monitor implementation of the 2015 HOD governance and communication reforms (The New CMS); (2) Identify what might be missing in the process of implementation; and, (3) Discuss ways to strengthen the projects.

Agenda goal: To create a list of strategic or high-level issues that the board believes are important to discuss in more detail at a future meeting on any governance and communication reform project of The New CMS included in this document.

How we are going to accomplish the goal: Specific to each New CMS project listed below, read the status report and identify a strategic or high-level issue that you believe the board should discuss in a future meeting and explain why the board should take time with the issue. It's okay to raise multiple issues or none at all. This exercise is not intended to be a debate on any of the issues raised.

Example of a strategic or high-level issue: In January, the board acted on a report of the Nominating Committee. During the discussion, there was a consensus to have a discussion on the issue of future competition in elections and a more deliberate candidate recruiting process (January board minutes).

Time allotment: 35 minutes has been dedicated to 7 New CMS projects; that's 5 minutes of board time per project.

Things to consider for this discussion:

1. Review the summary of each The New CMS governance and communication projects to start your creative thinking (scroll down)
2. For each project ask this question: What does the board need to address to ensure that it is meeting its responsibility of monitoring and strengthening this project?

Governance and Communication Projects of The New CMS

1. **Recruit and Train Leaders:** Design and offer skills-based courses for the explicit purpose of medical society leadership development.

The RFP for the mini-series has been finalized by the Leadership Training Task Force and is now out for bid. Responses are due May 26, at which time CMS staff will review proposals and determine what is feasible given current CMS resources. In addition, staff is exploring grants from local and national foundations to support this program.

Surfaced Issues:

- a. Develop a clear recruitment strategy for the medical society leadership course
 - b. Target Residency Directors and Residents
 - i. Residents Directors: Leadership training is consistent with the new learning environment of residents
 - ii. Stress professionalism; important to residency accreditation
2. **All-Member elections:** Replace the current HOD election process with an all-member election system for CMS members that results in the election of the CMS President-elect and AMA delegates and Alternates.
 - Nominating Committee: Appoint a Nominating Committee with certain composition and duties.

The Nominating Committee was timely appointed and has fulfilled its immediate duties of creating an election guide and a 2016 call for nominations. The board will participate in a strategic discussion about future competition in elections and a more deliberate candidate recruiting process.

Surfaced Items:

- a. Develop a marketing plan
- b. Explore evolution of CPMG elections to determine what

3. Board-Size-Board Competency

- a. **Board size:** Amend the bylaws to: (1) to give Districts and Sections the power to appoint the BOD representative of their choice; and, (2) change the size the BOD from the current 36 members to 15 designated slots plus sections. Encourage the BOD to further study and to recommend to the full membership additional changes to the size and composition of the BOD when and as appropriate.

The transition to the smaller board has been completed. Charney Associates has been retained to work with the board and the CEO to actualize the intended benefits of the restructuring.

- b. **Committee on Competency Needs Forecasting:** Direct the BOD to create a Committee on Competency Needs Forecasting to assess and forecast the 3 to 5 year governance needs (experience, expertise, perspective) of the BOD and to timely provide such assessments and forecasts to districts and sections.

The earliest that a current board members second term expires is 2016 (Chuck Breaux, MD) and another term expires in 2018 (Richard Lamb, MD). Competency needs forecasting will soon be needed to provide guidance to Mesa County Medical Society and SE Rural.

Surfaced items:

- a. Board questionnaire at the end of each meeting
- b. Set a period at the end of every meeting for Executive session with the CEO and additional time for board members only
- c. BOD evaluation of the BPD itself and of other directors
- d. Skills matrix for board members
- e. Running BOD scorecard on board experience

- 4. **Annual Meeting:** Transform the Annual Meeting into a forum for collegiality, information sharing, an open forum with the BOD, and other purposes to be determined by the BOD.

The Annual Meeting Re-Engineering Work Group used the results of a member-wide survey to design programs and extra curricular activities. Communications to CMS members begin in May. Colorado specific programming has been approved and speaker commitments have largely been secured (see board memo update for details). A kid's room, hiking, yoga and more will be available to families and guests.

- a. Marketing plan
- b. Two factions to consider: (1) Topical and programming enthusiasts; (2) Why go? Nothing to decide
- c. Clear statement why Annual Meeting is needed
 - a. Highlight 'your opinion matters'

- 5. **Virtual Policy Forum:** Establish a virtual Grassroots Policy communications process open to participation by any CMS member. Empower individual members to meaningfully engage in policy decision-making through a Grassroots Policy communications process virtually throughout the year on issues that members determine are important to them; and, on issues being addressed by the BOD.

The software developer presented the system information flow and wireframes of the various dashboards to the Virtual Policy Physician Workgroup. Valuable user feedback was gathered and integrated into the system. Physician beta testers are being organized. Branding the system has just begun.

Surfaced Issues:

- a. Beta Testers: Board members and others
- b. Plan for monitoring effectiveness

6. CMS-Component Study: Regardless of whether the proposed governance reforms are enacted in whole or in part, the task force recommends continuation and completion of the CMS-Component Study over the next 12 months. As tasked in the 2014 HOD report, the study will recommend the future roles of the CMS and component societies in supporting the delivery of programs and services to physician members.

On track and off schedule due to resources over the last three months directed almost exclusively to “The New CMS” transition and an unusually large volume of exam room relevant public policy issues. Resources will now be refocused on the CMS-Component Study. CMS and component society executives will soon convene for the purpose of addressing the charge, including a report with their findings and recommendations to the full committee.

Surfaced Issues:

- a. Really important; some communications between CMS and component adrift
- b. No executive for non-staffed components makes it challenging to lead a component society
 - a. Consider dedicating 1 staff to grow and strengthen unstaffed components
- c. My component needs help
 - a. Huge role for marketing and awareness
 - b. Share CMS agendas in advance and minutes

7. Regional forums: Encourage regional forums for the BOD to present to the membership information on current issues which CMS is addressing and to solicit input on an as needed basis. Such forum can be accomplished in conjunction with interested component societies.

On track: Four regional forums have been held, most recently in La Plata County with Boulder and Chafee counties scheduled in May. We will continue to promote regional forums most particularly in areas of the state that do not have staffed components or are staffed on a limited basis.

Surfaced Issues:

- a. Explore tie to local public health agencies regionally; powerful