AMDA STATE CHAPTER DEVELOPMENT & OPERATIONAL HANDBOOK

2013

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FOREWORD

This document is designed to assist state leaders in organizing their chapter and meeting chapter goals in the areas of communication, membership recruitment, meetings, and government relations. Through this guide, we hope to enhance the relationship between the national office and the chapters by providing information on services and resources that the national office has to offer, as well as how to access them. To accomplish this, we have provided models and tools wherever possible. Through the collective experience of our staff and our connections with other national health care organizations, AMDA stands ready to assist your chapter in achieving its maximum effectiveness through technical assistance, friendly advice, and cooperative programs.

AMDA is continually working on ways to meet the vast potential of our partnership with the state chapters. We hope you will find this handbook helpful, and look forward to working with you on our shared goal of making it easier to practice in the long term care continuum.

I. Introduction

AMDA the national, professional association of medical directors, attending physicians and others practicing in the long term care continuum, is dedicated to excellence in patient care and provides education, advocacy, information and professional development to promote the delivery of quality long term care medicine.

AMDA was chartered in June of 1978. Dr. James Pattee (as the AMA's representative on the Joint Commission) and Mr. Herbert Gruber (of the AMA Aging Committee Staff) went to Hilton Head, South Carolina, to swear in Dr. Billy Dodd as the organization's first president. Dr. Dodd, a family practitioner, recognized the need to organize and educate physicians who would fulfill the role of the physician medical director created by federal mandate in 1975.

State chapters contribute to strengthening AMDA's voice on issues. State chapters are the grassroots network that helps provide a wide geographic viewpoint on long term care related issues. Currently, AMDA's membership stands at over 5,000. Members come from a variety of disciplines, most typically from internal medicine, geriatrics, and family practice.

Here is a sampling of what members receive when they join AMDA:

- Twelve issues per year of the *Journal of AMDA* (JAMDA)
- Monthly issues of *Caring for the Ages*—AMDA's newspaper for long term care practitioners
- Quarterly issues of the *AMDA Reports* newsletter
- Access to the members-only section of our website (www.amda.com) offering continuing medical education (CME), long term care (LTC) resources
- Discounts on educational programs developed by AMDA for LTC physicians and the interdisciplinary team, including the highly respected AMDA annual meeting, Long Term Care Medicine
- Special pricing on products
- Access to information specifically focused on topics and issues of interest
- An LTC medicine community that is comprised of knowledgeable, dedicated professionals working to provide quality care to their patients

AMDA is a democratic organization governed by a Board of Directors that is elected by a House of Delegates, with delegates from 45 chapters. There are many opportunities for current and past chapter leaders to get involved nationally. See APPENDIX I.

AMDA provides a number of programs to assist state chapters with their organizational and membership development. These are outlined in Chapter V. AMDA/State Chapter Partnership.

II. How to Develop a State Chapter?

According to the AMDA Bylaws, article IV, section 1, “State chapter status may be granted to any one organized group of physicians within the confines of a state.” However, a group of states may form a regional chapter.

As stated in article IV, section 1, of the AMDA Bylaws, a group seeking state chapter status with AMDA shall make application to the Executive Director of AMDA and submit:

1. A copy of the authorizing resolution or motion adopted by the state membership of the group seeking state chapter status.
2. A copy of the constitution, bylaws and/or regulations governing the group seeking state chapter status.
3. The names and addresses of all physicians belonging to the state group at the time of application and an annual update.

Only one or two dedicated, enthusiastic people are needed to launch a state chapter. These people should have demonstrated leadership ability and be well known in the medical, long term care, and general community.

AMDA’s Expectations of a State Chapter

- Align mission of state chapter with AMDA’s mission. (Refer to AMDA Bylaws, Article II.) The mission statement does not have to be identical, however, it should agree with the general purpose of AMDA. See Developing a Mission Statement in Section III of this Handbook.)
- Coordinate and/or participate in state activities for the purpose of long term care advocacy, public policy, and education.

Read more about AMDA’s expectations of state chapters in Section IV.

<u>Potential Members</u>

All medical directors and attending physicians who care for patients in any long term care setting (e.g., assisted living, subacute/postacute, hospice) can join as general members. In addition, administrators, dentists, pharmacists, therapists, nurses, and nurse practitioners who work in long term care settings are eligible for membership. See chapter VII (Membership and Dues) for more information on recruiting members.

<u>Pre-Chapter Formation Planning</u>

- If you are considering organizing a chapter, attend a national meeting or the chapter meeting of a state nearby. These meetings can provide ideas and connect you with other volunteers, staff, and potential members. (A written report of such a meeting could be sent to the potential membership.)
- Attend the AMDA House of Delegates meeting as an observer.
- Write the medical directors and administrators in your state outlining the reasons for organizing a chapter and ask for their support and cooperation.

- Contact executives of other health care groups in the state, (e.g. medical association, family practice association, internal medicine association, and health care association), to ask for their advice and support. Ask them to suggest individuals to help with planning.
- Plan an initial meeting to get your planning group organized and started.
- In lieu of a preliminary meeting, the leader may want to survey the potential membership concerning the potential organization structure/requirements. (A sample survey is included in this handbook, see APPENDIX II.)
- Name your chapter—AMDA requires that the name of state chapter includes the terms "Medical Director" or "Long Term Care".

Organizational Meeting

Can be held in conjunction with another state-wide medical or long term care meeting.
- Develop bylaws and articles of incorporation based on models provided. (See APPENDICES III and IV.)
- Appoint or elect an inaugural board of directors and officers.
- Establish a timeline for state chapter activities.
- Consider a CME meeting as a first activity. (See APPENDICES VIII thru XI sample meeting agendas.)

Post-Chapter Formation
- Send a formal letter to AMDA's Executive Director requesting recognition of the new chapter, including a copy of the bylaws and articles of incorporation.
- Send press release to inform appropriate medical, long term care organizations, and governmental agencies of your formation and offer your services in helping solve problems in the areas of long term care. (See Section IX.)
- Elect delegates to the National House of Delegates meeting held yearly at AMDA's annual meeting, Long Term Care Medicine. (Refer to AMDA Bylaws, Article IX.)
- Develop a membership database to track potential, current, and former members.

III. Articles of Incorporation, Bylaws and Non-Profit Status

Articles of Incorporation

Since the state chapters are legally separate from AMDA, chapters should establish themselves as corporations. This form of organization has the following benefits:
- The chapter will be recognized as a separate entity.
- Gives the chapter the greatest freedom of action, with minimal oversight from the state government or courts.
- In the absence of fraud or failure to observe the requirements of corporate existence, insulates the incorporators, directors, officers, and members from personal responsibilities for liabilities of the corporation, actions or guarantees, for breaches of their fiduciary duty to the corporation, or for negligence in their management.

Incorporation is a matter of state law. It is best to consult a local attorney if your organization wishes to pursue this.

Bylaws

Bylaws guide the organization's operation. They contain rules that help the board of directors make decisions about the election or appointment of committees, directors, and members. The bylaws serve as an objective "third party" to refer to when other negotiations fail.

Bylaws should include:

- Definition of classes and eligibility for membership
- Provisions for the election of duties of officers and directors
- Outline of the operation of committees
- Explanation of the frequency and quorum necessary for meetings
- Details for the process of amending the bylaws. (Note: Bylaws should comply with state law requirements governing meeting minutes and other aspects of corporate operations.)

It is advisable to check with a local attorney to verify your standing as a non-profit organization.

Annual Corporate Report

To continue to function and qualify for tax-exempt status, an organization must remain in good standing in the state of incorporation. Requirements vary by state, but most states require the organization to file an annual report and pay a small fee. Although the annual report is normally simple to complete, the association should maintain a "tickler file" with a reminder to prepare and file it to avoid inadvertent disqualification. If qualified to do business in states other than the state of incorporation, the corporation must file annual reports there as well.

Employer Identification Number

Upon incorporating, an association obtains an Employer Identification Number (EIN) by filing IRS Form SS-4. Neither the EIN nor any other number is a "tax–exempt number" for federal income tax purposes. Some states issue registration numbers for sales-tax exemptions; however, most states do not exempt trade associations from state and local sales and property taxes.

Exempt Purposes

A 501(c)(6) association must principally direct its activities toward improving business conditions for one or more lines of business, as distinguished from performing particular services for individual businesses. Thus, an organization whose primary activity is carrying on a commercial business that is ordinarily carried on for profit, even though the business is conducted on a cooperative basis for net profit, is not an exempt trade association.

For example, an organization that publishes a magazine, presents educational seminars and trade shows open to the entire industry, and engages in lobbying on behalf of an industry is considered to be promoting the common business interests of its members. However, an organization whose principal activities include providing administrative services for employee welfare benefit plans maintained by its members is not exempt.

Unlike charities exempt from tax under 501(c)(3) status, 501(c)(6) organizations need not devote themselves "exclusively" to their exempt purposes. Instead the IRS requires that exempt purposes be "primary," a term interpreted to mean more than 50 percent. This means an organization may qualify under 501(c)(6) as long as more than 50 percent of its activities are for exempt purposes. Payments to 501(c)(6) organizations are not tax-deductible charitable contributions, but are usually deductible as business expenses.

Lobbying

Lobbying for or against legislation of direct interest to the association, or its members, falls into the category of exempt purposes. Lobbying is any attempt to influence the passage or defeat of legislation, either by contact with legislators (including city or county councilmen) and their staff members, or by publications stating the association's position to members or the public urging them to communicate with legislators.

This definition does not include contacts with administrative officials, such as insurance commissioners (except in an attempt to induce them to influence legislation). It also does not include publishing results of nonpartisan studies, analyses, or issues research or providing expert testimony (by invitation) before legislative committees.

If an association, as a substantial part of its activities, engages in lobbying for legislation not of direct interest to itself or its members, or engages in "grassroots" lobbying, the IRS may treat a ratable portion of the members' dues as nondeductible business expenses. However, neither direct nor grassroots lobbying adversely affects the association's entitlement to exemption under 501(c)(6).

A 501(c)(6) organization is subject to rules prohibiting private inurnment, such as payment of dividends. This simply means the association may not pay its assets and earnings to any controlling party, other than in exchange for fair value in goods or services, unless the controlling party is itself entitled to tax-exempt status.

Thus, an association may not pay a dividend, but it may pay employees a reasonable salary and benefits and reimburse expenses incurred by employees and volunteer leaders in serving the association. An association may also contract with other individuals, and with exempt and nonexempt entities, to obtain goods or services, provided these contracts (including grants to other organizations) serve the association's exempt purposes. A 501 (c)(6) organization also may engage in substantial lobbying and political activities to the extent permitted under the Federal Election Campaign Act and other federal and state laws.

A 501(c)(3) organization applies to groups that are organized and operated exclusively for religious, charitable, scientific, public, safety, literary, or educational purposes. These organizations are prohibited from permitting any part of their net earnings to inure to the benefit of a private shareholder or individual and from participating or intervening in any political campaign on behalf of (or against) a candidate for public office. Also, a 501(c)(3) organization may not, as a substantial part of its activities, disseminate propaganda or otherwise attempt to influence legislation.

Form 990

While AMDA staff do not provide expertise or assistance with regards to IRS reporting or payments, it should be noted that, beginning for FY2010, the IRS has instituted a number of changes that may impact state chapter reporting, including:

1) As indicated on page one of the instructions for IRS form 990 (http://www.irs.gov/pub/irs-pdf/i990.pdf) – the form that applies to 501(c)(3) and 501(c)(6) organizations:

"The gross receipts and total assets thresholds for Form 990 filers have been lowered for the 2010 tax year, from $500,000 in annual gross receipts to $200,000, and from $1.25 million in total assets to $500,000, respectively. In other words, a tax-exempt organization that is required to file a Form 990-series return must file a Form 990 (rather than a Form 990-EZ) if its annual gross receipts for tax year 2010 were equal to or greater than $200,000 or if its total assets at the end of tax year 2010 were equal to or greater than $500,000."

2) Additionally, the IRS raised its reporting threshold from $25,000 to $50,000 in gross receipts for those organizations that are required to complete 990. For organizations that normally receive less than $50,000 in gross receipts all that is required is completion of Form 990-N (basically just a listing of the organization's officers). As indicated on page six of the instructions for IRS form 990 (http://www.irs.gov/pub/irs-pdf/i990.pdf) – the form that applies to 501(c)(3) and 501(c)(6) organizations:

"If an organization normally has gross receipts of $50,000 or less, it must submit Form 990-N, Electronic Notice (e-Postcard)."

We recommend that you consult your accountant for appropriate filing requirements.

Forms 990 and 990-EZ require each association to provide an income-and-expense statement, balance sheet, and other information about programs and operations. These enable the IRS to determine whether the association continues to qualify for tax-exempt status. The forms are due no later than the 15th day of the fifth month after the association's fiscal year ends. An association operating on a calendar tax year, for example, must file by May 15th. Filing form 2758 before the due date can provide a reasonable extension of time.

Each association must make its three most recent Forms 990 or 990-EZ (with all the attachments and schedules) available for public inspection at its office (where its records are kept). Failure to meet this requirement may subject the association to penalties of $10 per day, up to $5,000 per return. An additional $1,000 penalty applies if the failure is willful.

Again, please consult your local legal counsel for clarification of these laws.

Directors and Officers (D&O) Insurance

D&O Insurance is personal liability insurance that provides general cover to a firm's directors and senior executives. Paid usually by the firm, it reimburses (in part or in full) the costs resulting from law suits and judgments arising out of poor management decisions, employee dismissals, shareholder grievances, and other such acts committed in good faith. Criminal offenses are not covered under this insurance.

In the past, there have been inquiries from state chapters regarding being included on the national office's Directors and Officers Insurance Plan. The following response was provided by Shannon & Luchs Insurance Agency. The D&O program for AMDA is not intended to pick up coverage for the individual state chapters.

The program currently in place for AMDA has specific underwriting guidelines and could not be amended to provide coverage for all state chapters. If a program that is all encompassing were to be preferred, a new underwriting effort would need to be initiated and significant data (e.g., lists of officers, financial data, claim information) would need to be obtained. Because of the diversity of the state chapters, the process involved would be quite extensive and not cost effective. Individuals can be covered for their volunteer activities on their homeowners policies.

IV. Association Leadership Responsibilities

Most chapter board members are individuals who may not have experience in association management or serving on a board. For this reason, it is a good idea for board orientation and leadership development to be a part of a board's education program.

Board orientation begins with educating new board members on the responsibilities of serving on a board. While responsibilities may vary among non-profit organizations, the basics are:

- Know the organization's mission, purposes, goals, policies, programs, services, strengths, and needs.
- Serve in leadership positions or undertake special assignments willingly and enthusiastically when asked.
- Follow trends in the organization's field of interest.
- Prepare for and participate in board and committee meetings.
- Ask timely and substantive questions at board and committee meetings consistent with their conscience and convictions.
- Suggest agenda items periodically for board and committee meetings to ensure that significant policy-related matters are addressed.
- Exercise prudence with the board in the control and transfer of funds.
- Faithfully read and understand the organization's financial statements and otherwise help the board fulfill its fiduciary responsibility.
- Assist staff by implementing fundraising strategies through personal influence with others (corporations, individuals, foundations.)

(Taken from the Statement of Individual Board Member's Responsibilities, published by the National Center for Nonprofit Boards, Washington, D.C.)

To fulfill the above responsibilities, board members must be provided with the necessary documents. These may include the mission, purpose, and goals of the organization; a list of standing committees of the board and description of each; the financial statements and current fiscal year budget; the bylaws, and articles of incorporation; and all other policies and procedures of the organization.

Leadership development means educating current leaders to develop their skills in areas such as governance, motivating volunteers, and understanding financial statements. It also means developing the potential of members to become good leaders.

Other methods of leadership development include resource or informational manuals, workshops, or conferences. A workshop can provide interaction among the group with community-building and role-playing exercises. Conferences offer a longer duration of workshops, seminars, and roundtable discussions.

AMDA offers two meetings for state chapter presidents to participate in during Long Term Care Medicine. One is a roundtable discussion meeting, called the State Chapter Working Session, which is usually held on Wednesday evening and focuses on policy, clinical issues, and chapter development. The other is the State Presidents Council Business Meeting, which is held on Saturday morning, and focuses on unfinished business from the Wednesday evening session, new business, and invited speakers who present on issues of importance to the state chapters. These meetings give the State Presidents an opportunity to discuss specific issues they face in their state, share ideas, and network with other State Presidents.

There is also a Chapter Support Staff Meeting held at Long Term Care Medicine, which presents an opportunity for state chapter executives and administrators to share ideas and brainstorm around topics of common interest or concern. See Appendix VIII for sample business meeting agendas.

LEADERSHIP POSITIONS

President

- Must be member in good standing of the national organization, AMDA.
- Keep the state chapter focused on setting and meeting local and national goals
- Provide feedback and support to the national organization.
- Encourage teamwork, keeping members involved in chapter goal setting.
- Oversee officers and committees.
- Encourage future leaders.
- Direct the board and general meetings.
- Monitor progress of goals and objectives.
- Appoint ad hoc committee chairs with the assistance of the board members.
- Prepare the state chapter's annual budget with input form the treasurer and vice president based on the state chapter's strategic plan.
- Keep current with new information and policy, and communicate changes to members.
- Stimulate action by committee leaders; promote committee membership.
- Recognize achievements of members.
- Represent the state chapter at social functions or appropriate meetings benefitting the association.
- Serve as liasion between state chapter members and the national staff.
- Serve as chairperson of the executive committee.
- Serve as signatory, with the secretary or any other proper officer of the state chapter, for authorized documents by the board from time to time.

President-Elect

- Assist the president in the execution of his/her duties.
- In the absence of the president, or in the event of the president's inability or refusal to act, perform the duties of the president, and when so acting shall have all the duties and powers and be subject to all of the restrictions of the president.
- Attend all board meetings.
- Attend all meetings that the president is unable to attend.

Secretary

- Prepare and maintain minutes of the meetings of the board and executive committees.
- Ensure the distribution of all membership notices given in accordance with applicable state laws and bylaws of the organization.
- Perform all duties and have all powers customarily incident to the office of secretary and such other duties and powers as may be dictated from time to time by the president or board of directors.
- Maintain all organizational documents of the state chapter, including bylaws, federal and state exempt documents, and policies and procedures of the chapter.

Treasurer

- Act as principal accounting and financial officer for the state chapter.
- Maintain adequate books of account(s).
- Maintain charge and custody of all funds and securities of the chapter, and be responsible therefore.
- Maintain all IRS 501(c)(3) or (c)(6) documents and, if necessary, copies of 990 return forms.
- Submit an annual financial report to the board of directors.

STAFFING

AMDA chapters have a range of options for obtaining administrative and managerial support for them:

- Assistance from another medical or long term care organization in your state
- Hire your own full-time or part-time staff (i.e., an executive director or an administrative assistant)
- Contract with a for-profit association management company

Executive Director

A typical job description for an executive director may include the following:

- Serve as chief administrative officer of the organization.
- Administer programs and services of the organization as approved by the board and in accordance with accepted business policies and ethics.
- Direct the executive office operations, staff, and consultants.
- Determine the tenure of, and compensation for staff and consultants within the constraints of the approved budget and with the approval of the board.
- Submit written reports to the board as directed by the board.
- Supervise the preparation of financial statements for presentation to the board.

If your chapter is considering hiring an executive director, it is recommended that the board sign a contract or letter of agreement with the individual. A contract should delineate responsibilities, authority, and compensation. Often, contracts include clauses to protect the individual from organizational liability. Associations should pay particular attention to clauses about responsibilities and boundaries of authority. Individuals are most likely to be interested in clauses concerning their job security, including conditions of severance.

Administrative Assistant

Some state chapters will not be able to afford an executive director and may opt to have an administrative assistant instead. An administrator handles the day-to-day duties of running a state chapter. They do not have the same skill set as an executive director and rely more on chapter leaders for direction and guidance.

Filling Staff Roles

To find qualified executive directors or administrators:

- Contact your state chapter of the American Society of Association Executives (www.asaecenter.org) or American Association of Medical Society Executives (www.aamse.org)
- Contact masters programs at the local university
- Post position on state chapter website
- Contact state chapter members for help
- Contact a headhunter
- Contact other administrators and ask them if they can refer anyone qualified

Effectiveness of Chapter Support

Here are three steps to take before hiring a full-time or part-time executive director or administrator:

- Record and evaluate how much time is being spent by board members in administrative task (i.e., jobs that can be delegated and performed by non-board member).
- Determine the costs and decide if this is sufficient reason to hire a competent, experienced administrator.
- Have a clear description of expectations regarding the candidate's responsibilities.

How to build committees

Successful state chapter activities begin with having a strong membership organizing committee. Look for candidates who are competent, team-oriented, and diverse. The most critical committee recruit will be the chairperson, who will be responsible for leading the committee, setting agendas, convening meetings, and reporting to the agency.

Select the chairperson carefully, with the following qualities in mind:

- Good facilitator and organizer
- Strong motivator
- Effective communicator
- Innovative, creative thinker
- Action-oriented
- Knowledgeable about long term care issues

- Understands and shares the state chapter vision for long term care
- Understands the committee's responsibilities and limitations
- Has a good working relationship with the state chapter
- Big picture oriented
- Understands and is receptive to committee members' varying perspectives

Recruiting non-members for committees can help your state chapter grow and focus on the challenges facing long term care within your state and nationwide. Begin by developing a list of external groups engaged in long term care.

The key to retaining members is to make them feel welcome, capable, and appreciated, and to keep the committee functioning well. Develop an orientation program for the committee to help them understand their role and responsibilities, long term care related issues, and the state chapter's mission, vision, strategic plan, and policies.

In addition to the Membership Committee, these are typical committees:

- Executive Committee
- Finance Committee
- Program Committee

<u>Developing a Mission Statement</u>

A mission statement reveals information about an organization's character, personality, and priorities. It is a document that addresses itself to three fundamental questions about a nonprofit organization:

1. What is the organization?
2. What does the organization do?
3. What does the organization want to be?

AMDA's Mission:

AMDA – Dedicated to Long Term Care Medicine is the professional association of medical directors, attending physicians, and others practicing in the long term care continuum, is dedicated to excellence in patient care and provides education, advocacy, information, and professional development to promote the delivery of quality long term care medicine.

The following guidelines are suggested for the composition of the mission statement.

1. State explicitly:
    a. The existence and purpose of the nonprofit organization. Why does the organization exist? What needs in the community make it necessary? There should be a consensus on what the organization will seek to accomplish and an accurate and brief description of the service, product, or the philosophy of the organization, including measurable goals, generalized aims, or broad concepts.
    b. The member and constituencies served, who should be included. To what audience or groups will the mission statement address itself – members, general public, employees, community, grant agencies, or constituencies served?

2. Establish and assemble all possible ideas for inclusion and acknowledge and treat all suggestions with respect, dignity, and sensitivity. Suggestions could be collected from major donors, person's benefiting from the organization's work, past and present officers, key staff persons, and members.
3. Reach a consensus on the mission statement's content, format, appearance, and distribution. This step involves careful and thoughtful writing.
   a. Express each idea clearly and avoid multiple interpretations or the possible implication of a negative concept.
   b. Be sure that the mission statement does not violate any Internal Revenue Service, state, or local legal requirements.
   c. There is no right or wrong answers with respect to specificity or length. Some mission statements are quite succinct, while others run to several pages.
   d. The following questions should be considered. – How much information should be contained in the statement? Will the organization's direction be changing in the near or long term future for foreseeable, or possibly unforeseen reasons?
   e. The form or appearance of the finalized mission statement should be agreed upon. Details as to typeface, use of a logo, white space, colors, design, quality of paper, cost, and aesthetics should not be ignored.
4. Gain final approval and wide support from the board of directors, the officers, principal staff members, membership, benefactors, and advisory groups. The board should formally approve the adoption of the mission statement, and depending on the bylaws, serious consideration should be given to having the membership, if any, vote on its contents.

A mission statement can be extremely valuable to an organization. It shapes, forms, and directs the purposes or reasons for existence of the organization it serves. Time, persistence, patience, creativity, refinement, discernment, and compromise are required to finalize the mission statement. The formulation and existence of a mission statement helps in the drafting of the organization's articles of incorporation and its bylaws, is especially helpful in drafting purpose clauses, and considering federal and state tax exemption requirements.

V. AMDA/State Chapter Partnership

AMDA's partnership with state chapters has varied over the organization's history. The partnership is flexible; it can be active or passive. Each partner can expect certain benefits from the partnership but each must also recognize the responsibilities that come with this partnership. The following maybe helpful in understanding this partnership:

The purpose of a chapter, as defined by the AMDA Bylaws, is:

- Coordinate and/or participate in state activities for the purpose of long term care advocacy, public policy, and education.
- Provide state chapter representation to the House of Delegates at which state chapters are given the opportunity to vote on the policies and direction AMDA will take throughout the years to come; help identify what issues are important for AMDA to pursue; and what information individual physicians need to perform in their roles as medical directors.
- Provide member advocacy and support on local level within its respective state.
- Send a representative to the State Presidents Council.

- Develop leadership among members.
- Nominate individuals to serve on committees, offices, and board positions at the national level.
- Encourage national membership.
- Share information with other state chapters.
- Keep national office informed of major state issues.
- Align mission of state chapter with AMDA's mission.

<u>The Role of the State Chapter</u>
State chapters perform an important function and of all the many other affiliates and networks represented within AMDA, none of these groups are afforded the rank of "state chapter" within the AMDA governance and organizational structure.

State chapter status is a voluntary arrangement. It is requested by an eligible group of physicians and established by AMDA board action. A chapter's degree of activity in AMDA depends on how active the chapter wants to be. Basic requirements are limited to copies of chapter bylaws, plus subsequent amendments, and article of incorporations, each must be filed with AMDA.

State chapters help provide a wide geographic viewpoint on long term care related issues. Each state chapter president or his/her designee for voting purposes <u>must</u> be an AMDA member to serve as the representative on the State Presidents Council.

<u>AMDA's Role</u>
The Membership and Communications Department facilitates the provision of the majority of national services that state chapters receive from AMDA. It is responsible for the timely updating information on the AMDA website, the annual calendar of state and national meetings/conferences, provision of monthly articles for state chapter newsletters, and guidance and ongoing support through the AMDA State Chapter Liaison. Other information collected for the state chapters has dealt with industry contact information and speaker(s) for meetings/conferences. The Membership and Communications Department serves as the major conduit for AMDA in fulfilling its obligations to state chapters by providing

- Organizational Development – coordinate an introductory phone call with new state chapter presidents/staff to review AMDA's services for state chapters
- State Chapter Networking - provide ongoing communication, support, and guidance to state chapters
- Quarterly Open Mic Call – facilitate teleconferences to update state chapter leaders and staff on AMDA issues and activities
- State Chapter Annual Meetings – support and promote meetings by:
  - Including state chapter meeting information in *Weekly Round-Up*
  - Including meetings and events on AMDA's online national calendar
  - Upon request, providing state chapters a list of contacts and mailing addresses for current, national AMDA members in their state(s) (once per year); states must provide AMDA with a list of their current members to be eligible
  - Sending AMDA materials (i.e., catalog, brochures) for distribution at state chapter meetings

    - Upon request and based on availability, coordinating through the AMDA Executive Office, an AMDA volunteer leader or staff person to speak at chapter meeting
- State Chapter Contact Lists – maintain and update in AMDA database
- State Chapter Section of AMDA website – maintain/update contact information and state chapter website links
- Joint Marketing Email Services— upon request, the M&C Department can send plain text e-mails on a state chapter's behalf to promote state chapter membership and meetings/events to current, national AMDA members in the corresponding state
- Training – on-site organizational development training for state chapters provided as appropriate
- State Chapter Activities at AMDA's annual meeting (Long Term Care Medicine) – coordinate Wednesday State Chapter Working Session, Friday State Chapter Support Meeting, Saturday State President's Council Business Meeting, and House of Delegates Meetings

AMDA has a number of other departments that provide resources and offer consultation to chapters in such areas as:

- Legislative advocacy, legislative search, issue tracking, monitoring and reporting on state health policy trends in the states, full text of legislation (Government Affairs)
- Applying for CME joint sponsorship, speakers for meetings (Professional Development)
- Meeting planning and industry contact (Professional Development)
- Clinical issues (Clinical Affairs)
- AMDA Products (Administrative)
- House of Delegates information (Executive Office)

AMDA Department Directory

Department	E-mail Address	Direct Phone
General Information	info@amda.com	(410) 740-9743
Accounting	info@amda.com	(410) 992-3113
Certification (CMD)	cmd@amda.com	(410) 992-3117
Clinical Affairs	ca@amda.com	(410) 992-3125
Professional Development/Meetings	education@amda.com and meetings@amda.com	(410) 992-3140 and (410) 992-3143
Government Affairs	gpa@amda.com	(410) 992-3145
Membership	membership@amda.com	(410) 992-3118
Product Orders	orders@amda.com	(410) 992-3113
AMDA Foundation	info@amdafoundation.org	(410) 992-3134
Marketing & Communication	press@amda.com	(410) 992-3124

VI. Legal and Financial Issues

Annual Budget and Financial Records
In addition to monthly or periodic operating statements, many associations provide separate financial recaps of major functions and monthly dinner meetings.

The association that engages in billing for association functions, dinners, advertising or other activities should provide a detailed accounts receivable analysis either regularly or at least periodically during the year so that the board may be kept apprised of the total indebtedness as well as the age and number of individual accounts receivable.

Many associations provide for an annual examination of the financial records by an independent auditor or accounting firm. Some small chapters may not need to consider this option if it is cost prohibitive to hire an accounting firm. A small chapter may be better off to have an independent auditor review the records once every three or four years.

Record Retention Period:
- Annual Budget – Permanent
- Annual Audit/Review – Permanent
- Monthly Reports – Three Years
- Quarterly Reports – Three Years
- Function Reports – Three Years

Sample Association Budget Outline
A typical budget for a state chapter may include the following:

Revenues:
- Dues
- Grants
- Meeting Registration
- Publication Sales
- Exhibits
- Sponsorship
- Other industry activities

Expenses:
- Speaker fees
- Staff salaries and benefits
- Printing
- Office Space
- Supplies
- Postage
- Subscriptions
- Advertising
- Legal Counsel
- Accounting
- Travel
- Audio Visual
- Design/Marketing
- Meeting Expenses (e.g., space rental, audio visual, catering, speaker honoraria)

There are at least two types of filings that the state chapters are to file each year for their state and the federal government. Here is an explanation of each:

- Annual Corporate Report
  To continue to function and qualify for tax-exempt status, an organization must remain in good standing in the state of incorporation. Requirements vary by state, but most states require the organization to file an annual report and pay a small fee. Although the annual report is normally simple to complete, the association should maintain a “tickler file” with a reminder to prepare and file it to avoid inadvertent disqualification. If qualified to do business in states other than the state of incorporation, the corporation must file annual reports there as well.

- Form 990
  Each chapter whose annual gross income normally exceeds $50,000 must file an annual information return (Form 990 or 990EZ). Chapters with net income that over the preceding three year period has averaged less than $50,000 may do a simplified “postcard” filing, called the 990N. This is a relatively painless form, but if not done for three consecutive years the IRS has said it will revoke the tax exempt status of the organization. If exempt status is revoked, the chapter will need to file for exemption as if it was a new organization.
  Forms 990 and 990-EZ require each association to provide an **income-and-expense statement, balance sheet**, and other information about programs and operations. These enable the IRS to determine whether the association continues to qualify for tax-exempt status. The forms are due no later than the 15th day of the fifth month after the association’s fiscal year ends. An association operating on a calendar tax year, for example, must file by May 15th. Filing form 8868 before the due date can provide a reasonable extension of time.
  Each association must make its three most recent Forms 990 or 990-EZ (with all the attachments and schedules) available for public inspection at its office (where its records are kept). Failure to meet this requirement may subject the association to penalties of $10 per day, up to $5,000 per return. An additional $1,000 penalty applies if the failure is willful.

  Please consult your local legal counsel for clarification of these laws.

VII. Membership and Dues

As you consider membership categories and dues structure, consider the following. Below are the AMDA national membership categories following their respective dues amounts:

- Regular members (e.g., medical directors and attending physicians) - $297.00 per year
- Licensed independent practitioner (e.g., nurse practitioner, physician assistant, and DPM) - $160 per year
- Interdisciplinary team (e.g., administrators, DONs, therapists, pharmacists) - $132
- Physician in training (e.g., fellows, interns, residents) -$110.00
- Retired Physician - $66.00

- *Corporate membership discount available for multi-facility organizations. Membership rates vary based on number of individuals per company.*

State Chapter Membership Data
The table below reflects a sampling of dues structure

	Regular	Associate
□ Colorado	$30.00	$30.00
□ Illinois	$70.00	$45.00
□ Maine	$50.00	$50.00
□ Massachusetts	$100.00	$75.00
□ Michigan	$100.00*	$50.00**
□ Missouri	$50.00	$40.00
□ New Jersey	$75.00	$50.00
□ Ohio	$100.00	$50.00
□ Oklahoma	$50.00	$25.00

*Includes Physicians, Administrators, Consulting Pharmacists ** Includes NP, PA, DDS, CNS, DPM, DON, RN

AMDA's Joint Dues Collection Offering for Chapters

Following is AMDA's process regarding the collection of dues from state chapter members. It is subject to revision from time to time at AMDA's discretion. AMDA will endeavor to furnish participating chapters with advance written notice of any such revision.

Upon signing the Joint Dues Billing Agreement and submitting it to the AMDA national office, a participating state chapter authorizes the national office of AMDA to handle the billing of those state chapter members who belong to both the national and state association. This billing will be done at the same time the member's national dues become due and payable. AMDA's membership is July 1st through June 30th.

To compensate AMDA for the additional database programming, tracking, and financial oversight associated with providing this service for the state chapters, AMDA retains ten percent (10%) of the state chapter dues collected. The remainder is remitted by AMDA to the state chapters on a quarterly basis.

AMDA members are not automatically chapter members of the state in which they reside or practice. It is the responsibility of each state chapter to recruit such individuals. Contact the AMDA Membership and Communications Department for more information.

Recruiting New Members
All healthcare providers who work in long term care facilities are potential members; this includes physicians, administrators, pharmacists, nurses, and nurse practitioners. Potential members may be obtained through a variety of venues:

- AMDA's list of national members for a particular state (provided once annually, after receipt of the state chapter annual report).
- Contacting medical or long term care trade associations, state health departments, and/or medical societies, i.e., the American Health Care Association (www.ahca.org) and Leading Age (www.leadingage.org).
- Sending letters to medical directors and administrators.

AMDA Membership Mailing List

AMDA's membership mailing list has proven to be a worthwhile addition to any direct mail campaign developed for the marketing and promotion of long term care physician seminars, publications, products, services, and career opportunities. AMDA's member database is continuously being updated with preferred mailing addresses.

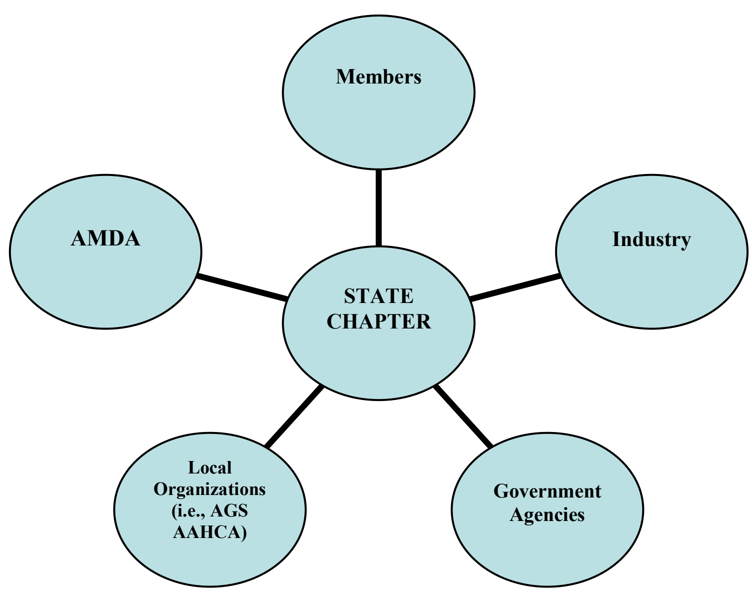
AMDA will provide state chapters with a list of AMDA members in their respective state annually, providing that the state chapter completes and submits its annual report to AMDA. To reach out to AMDA members in other states, AMDA member lists can be purchased through InFocus Marketing (www.infocusmarketing.com/amda).

VIII. Working with Stakeholders in Your State

Developing good relationship with stakeholders is critical to the success of the state chapter. Stakeholders are individual, groups, organizations, government departments, businesses, anyone who has a vested interest in long term care.

First, identify all your stakeholders. Then ask if there are stakeholders with whom you would like to develop more mutually beneficial relationships: Is there more information you could share? Is there a simpler way to get things done? Are there educational programs that would be useful? Investing in these relationships is a two-way street but the results will be worth the effort.

Who are your stakeholders?



How to build relationships with stakeholders?
Keep stakeholders informed of your chapter activities, invite them to become involved by participating on committees, and recognize their contribution to the state chapter.

Ideas for engaging stakeholders
- Identify stakeholders using the criteria for selecting committee members discussed in Section IV.
- Engage individual stakeholder and/or representatives of stakeholder organizations
- Create plan for stakeholder involvement and identify areas for stakeholder input
- Target selected stakeholder for regular participation in key state chapter initiatives

IX. State Chapters Communications Outreach

Tools to promote State Chapter Activities

A state chapter can keep members up-to-date on chapter activities by producing an online and/or print newsletter; creating a state chapter website; and by generating press releases (see Section X Media Relations and your State Chapter).

Internet

Is your chapter on the Internet? Are you concerned that your chapter can't take advantage of the opportunities that the Internet can provide? Do you want your members to be able to join and renew online and register for your chapter meetings?

AMDA can develop and host a website for your state chapter for reasonable fees. We can also provide a link to the AMDA home page. We can place content you provide on important chapter activities and other pertinent information.

Instructions to view the chapter webpages are listed below. If you are interested in taking advantage of this service for your chapter, contact Suzanne Harris, sharris@amda.com at 410-992-3117.

To view chapter websites:
- Visit www.amda.com .
- Select the "About AMDA" tab on the top, horizontal navigation bar
- Select "AMDA Affiliates"
- Select "State Chapters"
- Select your state from the list on the page

Components to include on State Chapter website:
- Association Mission and History
- Online membership application and a downloadable print application
- Member benefits page

- Upcoming annual meeting information – include past meeting information – interviews from attendees and pictures
- List of state chapter Board of Directors
- Contact information – include email addresses and telephone numbers
- State legislative issues

State Network E-news

AMDA invites state chapters to submit newsletter articles on specific programs or events that are sponsored by your chapter to the AMDA state chapter liaison to be published in the State Network News electronic newsletter. This is dedicated to state chapter news/information/promotions and sent via email to over 4500 AMDA members.

X. Media Relations and your State Chapter

What makes an event newsworthy? How do we get stories in the daily newspaper? How does a state chapter angle on a particular issue make it onto the local news?

The answer to all of these questions is media relations. What is media relations? It goes beyond issuing an occasional press release or contacting a reporter. The key to successful media relations is to develop a cohesive strategy that:

- develops and maintains relationships with key members of the media;
- establishes your chapter as a reliable and credible source of information;
- relays a consistent overall message; and
- anticipates and responds to—and sometimes sets—news trends

Press Releases
Below is a list of the reasons why your chapter should write and distribute press releases:

1. You have new information to share on . . .
    - a new publication
    - an upcoming meeting or activity
    - the election of new officers
    - the issuance of a new or revised policy or position statement
    - the announcement of an effort to improve or address an issue (in other words, the chapter meets a real community need that probably wouldn't be accomplished otherwise)

2. You have a human interest story to share.

Following are some examples of news with publicity value:

- Thirty members of the chapter have formed a task force to address quality of care in the state's assisted living facilities. The task force was convened following reports that facilities without a medical director were more likely to have substandard care. The work group will be developing recommendations to the state legislature recommending that each assisted living facility be required to hire a medical director.

- The chapter has issued a policy statement on the role of the medical director in improving quality of medication management in long term care facilities. The statement was developed by a committee of physician medical directors, consultant pharmacists, and nursing home administrators.

- The chapter announces the election of its new officers for 2006-2007. John Smith, MD, CMD has been elected president, Jane Doe, MD, CMD, vice president, and Michael Wilson, secretary. The new officers will begin their tenure at the chapter's annual meeting.
- [State chapter] president Jane Doe, MD, CMD, has been appointed to a national work group that will track and address problems with implementation of the Centers for Medicare & Medicaid Service's *State Operations Manual.*

Below is a list of important items that should be included in every press release. A sample press release marked with the corresponding numbers follows in APPENDIX VII.

1. Logo
2. Address
3. Dateline—Note what city and state you are issuing the release; date
4. Headline—summarize the story
5. Release Date—Notes whether the story is for immediate release or for release at a certain time and date
6. Lead
7. Body of Story—Pyramid style writing; at any point, you should be able to cut off the pyramid and have a full story. Usually, you list any points from your President or contact in any paragraph after the first paragraph
8. Slug, page number
9. Every page should end/finish paragraph; do not split a paragraph between pages; if the release covers two pages, end the first page with —more—
10. End the story with any of the following terms: —END—, or —*****—
11. Press contact—Be accessible for follow-up questions

<u>Responding to Media Inquiries</u>

Groups make their own news happen by developing lists of contacts, trade journals, association publishers, and local cable television channels hungry for programming, radio stations, and multiple outlets that may reach your specific targeted audiences.

When contacted by a representative of the media —whether in response to your press release or in response to an issue for which your members have an expertise— you should follow these basic principles:

Before You Are Called
Be Prepared. Develop a short summary of your organization's goal or mission. Helpful facts to have on hand include the number of members of your organization, a booklet of chapter- and AMDA-based position statements, and short biographies and photographs of your governing members.

Know Your Members
Acknowledge that some people communicate well; others do not. Some members would enjoy being interviewed; others do not. Recognize that some members always are available while others are harder to reach. Maintain a list of members who are more likely to be available for interviews and can effectively communicate your message.

You've just been called by the Media, What's Next?

Know the Audience. If you do not already know the readership or audience of a media outlet, ask. If you have web access to a publication, print out a copy of it. Research samples of the reporter's stories.

Find Someone Who Knows the Issue
Always put the media contact in touch with the person who can best answer their questions. Ask the media contact for the questions(s) or issue topics ahead of time. If there is no one available from your group, contact the national office for assistance. We will assist you with identifying someone for an interview.

Deadlines, Contact Information
Ask for the media contact's deadline and contact information. It is more useful to have your member contact the media person. Provide your member with the name, media outlet, phone and email address of the contact person.

Make Sure the Interview Took Place
After you have arranged an interview between the media contact and a member, follow up with the media contact to ensure the interview was completed. You also can use that opportunity to discuss how the interview went and ask if the contact needs additional assistance.

Maintain a Press File
Collect news articles in a file for future reference.

The Interview

- *Identify Yourself*
  Note whether you are being interviewed on behalf of your organization or speaking for yourself. If you are speaking for yourself, provide your affiliation from your place of business.

- *Tell the Truth*
  You can be selective in the truth you tell, but don't lie.

- *Be Simple*
  Be direct enough to be understood. Keep statements short and clear.

- *Control the Delivery of the Message*
  The essence of a good interview is controlling the message. Start and end your message with positive statements. For example, "Our member's focus is quality of care for our nursing home patients. The new regulations on restraints and bed rails note their use as both a restraint and a safety device." For example, "The safety belt in a wheel chair could be misinterpreted as a restraint when it may actually increase mobility by allowing the resident to safely propel his or her wheelchair. AMDA has worked with the FDA and others to educate caregivers on safe and proper use of these devices."

- *Offer to Send Information*
  Offer to forward pertinent position statements from your organization or sister organizations.

- *Ask for Information on Interview Debut*
  Find out when your interview will be published.

Tips:

The key to writing successful press release is news worthiness. To be newsworthy, a press release must:

- Be timely: Did it happen yesterday, is it happening today?
- Be relevant on a local, regional or national level: Is this of national importance; is there a local tie-in?
- Provide the reporters or editors with a tip they couldn't get elsewhere.

XI: Meetings

Local meetings are important; they build a sense of belonging and shared purpose. Meetings may be held to organize the chapter, conduct business, or provide educational workshops and seminars. Any of these meetings will help attract new members and retain current members. The national organization is committed to helping states establish and expand their chapters. We are available to assist you with your efforts and have provided the following guidelines to help you organize your meetings.

National Office Support Available:

- Complimentary mailing lists of current AMDA members in your state are available.
- For a modest fee, the AMDA Professional Development Department is pleased to provide the following education opportunities in collaboration with its state chapters: Joint Sponsorship, where AMDA can work with the chapter to provide CME for its educational program; or Direct Sponsorship, where AMDA will fulfill the role of CME sponsor and coordinate all the details of the educational activity to include speaker selection, content development, CME tracking, evaluations, dissemination of certificates

as well as all other administrative details involved in the development of a CME activity. AMDA will make the program available during the state chapter meeting in half-day (up to 4 hours of CME credits) or full-day (up to 8 hours of CME Credits) format, whichever is preferred. The state chapter will be responsible for coordinating program logistics (i.e., space, registration, audio-visual).

- Complimentary posting of state chapter meeting dates will appear on AMDA's website.

Applying for CMD Credit Hours

The AMDCP (American Medical Directors Certification Program) is available to review your chapter's meetings and courses for the purpose of approving the award of CMD credit hours to participants. CMD credit hours may be granted for courses with relevance to physicians who practice in the long term care continuum as medical directors. Participants can earn CMD credit hours toward completion of requirements to become or to recertify as Certified Medical Directors in Long Term Care. If you wish to submit your course for approval of CMD credit hours, please submit the following information to the Certification Department:

A copy of the preliminary program, including specific sessions and speakers;

- A statement of the educational objectives of the course. This is a description of what the registrant will gain by attendance at the course and it must be included in the final program;
- A list of faculty members;
- At the conclusion of the course, a copy of the final program, and a list of names and addresses of participants;
- Course review fee of $75.00 (subject to change).

For further information, contact (CMDcoordinator@amda.com) or find the application online at http://www.amda.com/certification/cmdcredit.cfm.

AMDA Policy on Joint Sponsorship

Chapters may apply for CME credit hours for their chapter meetings by requesting a Joint Sponsorship Application from the AMDA Professional Development Department. Because of the depth of the documentation required and the time required for review and interaction between AMDA and chapter representatives, chapters are encouraged to submit their applications for CME at least **30 days prior to the date they plan to begin to market the course**. Chapters applying for CME **and** CMD credit hours need only to submit this one application.

Basic requirements include:

- Involvement of an AMDA Education Committee member at the beginning of the planning process
- Copy of planning committee minutes
- Description of needs assessment
- Statement of learning objectives for the meeting - Objectives must be included in promotional and on-site materials
- Description of target audience

- List of program committee and faculty members, including a bio sheet or CV
- Copy of letters to faculty including statement of learning objectives for their particular presentations
- Program committee and faculty disclosures
- Documentation of Conflict of Interest identification and resolution
- Meeting agenda that includes schedule of presentations and breaks
- Copy of promotional materials
- Copy of evaluation form
- Copy of the course budget
- Information about commercial support for the meeting
- Sample participant certificate
- Application fee of $275 for a one-day course (up to 8 hours); $525 for a two-day course; $775 for a three-day course (subject to change).
- Post-course materials include: list of participants with names and addresses, copy of on-site materials (e.g., final brochure and handouts), and a summary of the evaluations.

(Note: This list is not exhaustive and is subject to change. Contact AMDA before you start.)

Soliciting Meeting or Event Sponsorship/Financial Support

- When structuring your meeting format, you may wish to set aside dedicated time and space for industry to have a presence whether it is through exhibits, educational grants, hosting social events or an industry-provided session.
- Keep in mind, industry representatives want time to meet and talk with you. The most attractive aspect of the meeting is that "hard to find" long term care medical directors and attending physicians are gathered in one location and this makes the job of the industry representative much easier. Provide attendee lists to industry supporters and thank them before the entire audience and urge attendees to visit them personally.
- Develop an information sheet about the support opportunities that are available. This should include cost, what benefits an industry supporter will receive, anticipated attendance and an agenda. For more information, contact the AMDA Professional Development Department.
- Gather business cards including email addresses throughout the year and send your support packet to all of these industry representatives. Networking is key.
- Share with industry representatives when your meeting is traditionally held even if its months away. Often, industry representatives must budget in mid-summer for support funds for the following year. You can never ask too early.
- Maintain compliance with all ACCME essentials if your meeting is offering CME. (See APPENDIX VII.)
- The AMDA website (www.amda.com) features an Events Calendar that includes AMDA state chapter meetings. To post a meeting, simply click on Upcoming Events on the state chapter page; from here you can view upcoming events and submit state chapter events to be added to the calendar. If space is available AMDA will include a list of state chapter meetings in *State Network News*, *AMDA Reports*, and/or *Caring for the Ages*.
- Several pharmaceutical companies have a dedicated long term care sales force. Contact the AMDA Professional Development Department to request a list of your local industry representatives.

APPENDIX VIII contains sample agendas for organizational meeting and/or educational meetings, and sample function sheets. For more information, contact (Meetings@amda.com) at the national office.

Additional Suggestions:

- Establish a committee to manage the process
- Create a budget
- Designate volunteers to help with the meeting and brief them on their roles and responsibilities
- Give yourself enough lead time to plan a well-organized and successful meeting/education seminar
- After you have decided the date, location, topic and speaker(s), and secured commitments for these, send out "Save the DATE" postcards. This helps you to get the word out quickly and it is not costly. Post the date on the chapter website and forward submit this to amda.com via the steps outlined above

- Develop and nurture relationships with participants and speakers: Send thank you notes after the meeting including information on upcoming meetings/educational seminars.

- Consider holding your business meeting on day two just before or after the education sessions.

- Schedule breaks: We recommend 15 minute breaks for a one day meeting and 30 minutes for two or more day meetings.

- Schedule a question and answer session after each speaker or group of related speakers. Meeting attendees value interaction. Speakers on clinical topics must be knowledgeable about long term care and have had some exposure to long term care settings and patients.

- Assign a leader to be a moderator. The moderator should:
    - Introduce speakers.
    - Field and repeat questions from the audience.
    - Keep speakers and sessions on schedule.
    - Thank exhibitors and others, who provide industry support, organizers, staff and volunteers.

- Promote the benefits of state chapter membership by having a display table for your state chapter materials and for AMDA materials (the national office will provide.)

XII. Public Policy

Chapters have several advantages when it comes to lobbying at the state level; access to decision makers; ability to closely monitor local events and to mobilize key contacts and members to action when required; visibility and accessibility; and the voting power of the chapter's members—a powerful and influential force upon decision makers.

There are a variety of ways state chapters can advocate for the profession and long term care issues locally. Visiting and writing your elected representation on a regular basis is the best way to keep them informed about the issues that are important to you and do not require a major time commitment.

How to Get Involved
Don't wait for a crisis before meeting your representatives—get acquainted before there is one. A 15-minute visit or a phone call will go a long way when you need to call upon your representative about a problem. Remember, representatives don't get elected without your vote. Your support makes a difference.

Preparation tips for meeting with a representative:

- Gather information on how others like you, or your patients, are affected;
- Gather data to support your views;
- Know the arguments, both pro and con;
- Get a group of people together who have similar concerns;
- Write a concise explanation of your concerns and develop specific alternatives to why these changes would be better. . . who benefits, who loses.

<u>Gathering Information</u>
Before asking a legislator or staffer questions about a bill, be sure to. . .

- Check the websites of other stakeholders affected by the issue to check their level of support and their concerns;
- Look up the name of the most likely person handling the issue at that office;
- Check the status of the bill. If the bill has been sent to a subcommittee, the staff person of the introducing party may be the best contact for status-related questions;
- Read the introductory remarks (if any) or press releases on the introducing member's Web site to see if it answers your questions;
- Tell the staff member where you are from ("Ohio Medical Directors Association"), who you are ("We represent the physicians who serve as medical directors of long term care facilities, such as nursing homes."), and what you plan on doing with the information you get from them ("I am writing a background sheet for our membership on this issue").

Communicating with a Legislator or Staff Member

Questions to ask the staff member or legislator:

- Can you tell me the impetus behind the introduction of this bill?
- Do you have a fact sheet on the bill?
- I noticed (name of the association) supports this bill. Are there any other supporters?

- Are they any obstacles to the bill's passage? USE THIS QUESTION SPARINGLY. Some staff are offended by it.
- (If the bill has been introduced a long time, but has not moved forward…) What is the likelihood of passage this year? If it is near the end of the session, you can ask this more freely and ask if it is likely the bill will be re-introduced next session.

Closing Remarks:
- Thank them.
- Tell them their remarks will be useful in writing your backgrounder.
- Offer to meet with them and serve as a resource to them.

Meeting with the Legislator or Government Official

The most effective method of communicating your interests and viewpoints to your elected representative is a personal visit to his or her district or capitol office. When arranging a meeting, keep in mind:

1. All state (and federal) legislators have district offices and most visit them at regular intervals. Arrange a meeting or visit when your representative is in town.
2. An appointment is necessary. Regardless of where you wish to meet your representative, write or phone his or her appointment secretary to make an appointment.
3. When requesting an appointment, use letterhead stationery, if appropriate, and identify yourself, the purpose of your visit, and how many people will attend with you. Be sure to state if you want to discuss pending legislation or a specific issue.
4. Be realistic in the time you request—for state and local representatives about half an hour is appropriate. Be flexible in the times you are available, and understanding of the fact that you may have to wait several weeks for an appointment.

Communicating Your Views

The following tips can help ensure that your visit is productive and enjoyable:

1. Call to confirm on the day of the appointment. Don't be surprised if your representative is unable to meet personally with you and, instead, assigns a staff member to do so. Staff is important and will convey your views to the representative, so accept this alternative.
2. Try to avoid making your first in-depth visit with your representative center around a problem or a legislative matter in which you sharply disagree. Relationships should be developed in a time of no need. Then, should a problem or disagreement surface, you can call on your lawmaker in a personal manner to resolve the difficulty.
3. Be familiar with your representative's voting record and committee assignments. This information can be obtained from a legislator's website or state capitol's public information office.

Keep in mind during your meeting:

- Try not to be nervous or intimidated
- Be respectful
- Don't waste time making small talk and do *NOT* gossip
- Strive to be concise and logical in the presentation of your issue

- Remember that all politics is local
- If you are a part of a group, don’t argue with other group members in front of the legislator
- Never argue with the legislator
- Do not overstay your welcome
- Budget your time/control the time
- If a staff member is included address both the legislator and staff during conversation
- Thank them upon arrival and departure

Follow-Up to the Visit

Follow-up your visit with a note thanking the legislator (and staff members who were present) for meeting with you, summarizing the key points of your discussion, and answering any remaining questions. If you have a picture taken with your representative, use it in your local newspapers and send a copy to members. He or she will appreciate your efforts, which help them obtain publicity.

Writing to Your Legislator or Government Official

If you cannot visit your lawmaker in person, a personal letter is the next best thing. Written communication should not be overlooked, even if you are on speaking terms with your representative. The following format will help produce more effective correspondence.

1. Identify yourself and the purpose of your letter immediately. If you are writing about legislation, give the bill number and title, if possible. If you have expert knowledge on a subject say so, and then share your information with your legislator. Be sure to confine your letter to one subject.
2. Whether writing with regard to an issue or a specific legislative proposal, be as brief as possible. Do not sacrifice clarity and completeness, but try to limit your letter to one page.
3. Offer constructive comments and alternatives, if you disagree with the legislator’s views or approach. Draw upon your expertise and give human examples when possible. Legislators base their decisions on objective facts. Avoiding nonfactual arguments, unsubstantiated opinions, and philosophical conjecturing will increase the value of your correspondence.
4. Time the delivery of the letter for maximum effect. Present your opinion before the lawmaker has formed an opinion on the subject and while the bill is still in committee.

<u>More on Phone Calls:</u>

If there is no time to write a letter, pick up the phone and call your legislator. Phone calls are treated like a letter and many times are as effective. Ask the person answering the phone to take your name, address, telephone number, and the name of your organization to register your opinion on the issue. Ask to have this opinion passed on to the legislator. Staff usually meets daily with the legislator to review a tally of letters, phone calls, and visits. Your phone call can make a difference.

DOs and DON’Ts

Here are some DOs and DON’Ts that should govern any communication you have with a legislator—whether spoken or written:

DO:

- Compliment, thank, or praise the actions of your legislator or the positions they have taken.

- Communicate even when you don’t have the answer to the problem. Tell the legislator what you think the implications for your profession will be and say that even though you don’t have the solution, you would like to work with him or her to develop one.
- Be open and above board about potential opposition, don’t minimize it.

DO NOT:
- Make threats or promises contingent on the outcome of an issue.
- Ask for the impossible or for a commitment before a reasonable conclusion can be reached.
- Use your communication to berate or chastise.
- Send a form letter if you can write your own letter. Even if you receive “coaching” on an issue from a group or organization, take the time to translate the information into your own words and write on your own stationery.
- Communicate on every issue. Be selective. Make your views known on only those issues you feel most strongly about. Doing so will enhance the value of your comments and assurance that they are well received.

Read more about advocacy at the local level at www.amda.com/advocacy.

AMDA State Fact Sheets
AMDA State Fact Sheet contains contact information on your state’s governor, the legislative session dates for the current year; phone numbers for the state legislature; the State Department of Health long term care contact; and contact information for the Medicare Part B Carrier Medical Director, the State Medicaid Official, and peer review organizations.

The State Fact Sheets are available on www.amda.com with hyperlinks for each contact, so chapters can access their state’s contact through the link.

XIII. AMDA’s Annual Meeting, Long Term Care Medicine, and the State Chapter Role

AMDA’s annual meeting is called Long Term Care Medicine. There are two meetings for state chapter presidents and leaders held during each AMDA annual meeting: One is a roundtable discussion meeting, called the State President’s Working Session, which is usually held on Wednesday evening and focuses on policy, clinical issues and chapter development. The other is the State Presidents Council Business Meeting, which is held on Saturday morning and focuses on unfinished business from the Wednesday evening session, new business, and invited speakers who present on an issue of importance to the state. There is also a Chapter Support Staff Meeting held during Long Term Care Medicine.

Every year AMDA requests that state chapters submit their annual meeting report; updated state chapter contact information; a list of state chapter members with contact information, including emails and upcoming state chapter meetings to post on AMDA.com. The form is e-mailed and posted to AMDA. (See APPENDIX IX for sample form).

XIV. AMDA Foundation

The AMDA Foundation, an independent not-for-profit organization, serves as the research arm of AMDA. The Foundation's mission is: “The AMDA Foundation advances excellence and innovation in the long term care continuum through research and its translation into practice. The Foundation educates and inspires current and future long term care professionals. The Foundation sponsors the following programs and services:

- The Long Term Care Research Network is a group of community-based medical directors that advances research for long term care and provides a way to recruit patients and facilities for long term care projects. All AMDA members are encouraged to join.

- The AMDA Foundation Futures Program is an intensive learning experience designed to expose residents and fellows to the numerous career opportunities in long term care and support their attendance at Long Term Care Medicine. State chapter leadership and staff are encouraged to make contact with Futures participants in their area by adding them to the state chapter mailing list, inviting them to state chapter meetings/conferences and serving as a mentor to them. Contact AMDA Foundation for a list of Futures participants in your area.

- AMDA Foundation Quality Improvement and Health Outcome Awards for “Improving the Quality of Life for Persons Living in Nursing Homes”. Three awards are given to nursing care facilities for programs they have implemented in their facility to improve the quality of life for their residents. One award is given specifically for improved advanced care planning and/or palliative care programs. The awardees present their winning programs at Long Term Care Medicine.

- AMDA Foundation/Pfizer Quality Improvement Awards is a program designed to encourage the development of innovative projects that will help to make a distinct impact on the quality of long term care. A total of three awards ($10,000 - $15,000 each) are given to support these projects. One award will support a general Quality Improvement project and two awards will support a specific area of focus. The areas of focus include: pain management, dementia, hypertension, hyperlipidemia, or urinary incontinence. All projects must be conducted in a long term care setting. The awards are intended to cover salary support, consultant fees, materials and travel to Long Term Care Medicine to present the project results.

APPENDIX I
AMDA Committees

As an example, following are AMDA's standing committees and a brief overview of each:

Bylaws Committee

The Bylaws Committee works to assure that AMDA's bylaws provide a workable governance structure and that the structure supports the mission and goals set by the board of directors and responds to member needs.

Clinical Practice Committee

The Clinical Practice Committee (CPC) identifies issues concerning quality of care delivered to patients in long term care settings and develops practice guidelines and/or best practice models to submit them for action. In addition to new clinical practice guidelines, projects include updating guidelines, creating and updating informational and clinical tool kits for the long term care setting, creating CPG implementation tools as well as clinical supplements for existing clinical practice guidelines. Members, who work actively as part of their facility's interdisciplinary team, as well as those with academic or research contacts, are being sought for membership. Members who have expertise in the area of medication management are encouraged to volunteer for this committee.

Communications Committee

The Communications Committee serves as a resource in developing outreach programs and materials that promote the role of the medical director, educate the public, and raise AMDA's profile. The committee membership includes both AMDA members and ex officio nonmember representatives. The Communications Committee activities and responsibilities include public outreach, strategic communications in support of AMDA's mission and programs, media relations, coordination of publications, website, and management of AMDA's overall public image.

Education Committee

The Education Committee mission reflects AMDA's status as an ACCME accredited sponsor of continuing education. The educational activities of the association are offered to expand the knowledge and skills of physicians who provide primary care and medical direction for nursing facility residents. Individual members are asked to work on specific projects including development of new curricula and programs, reviews of existing education programs and materials, training programs for current and new course directors and faculty, and joint sponsorship of CME activities with state associations.

Education Program Subcommittee

The Education Program Subcommittee plans the program format and topics for the annual meeting. Committee members meet informally at the annual meeting for an anecdotal review of the current program. Appointments are made from current committee and other members to constitute a group representative of the membership. Planning meetings are held in May, at which staff presents evaluation summaries and other survey data and suggestions, and in August to select speakers. The meeting theme, time frame, basic format, and topics are decided.

Members are asked to review program drafts developed by the chair and help identify speakers. Members are also asked to work with speakers to help prepare presentations for the meeting and on-site as session moderators.

Ethics Committee
The Ethics Committee identifies issues concerning the ethical conduct of the association and its members as well as issues regarding the bioethics of health care decision-making and develops policy statements to submit to the board of directors for action.

Executive Committee
The Executive Committee is composed of the President, Immediate Past President, President-Elect, Vice President, Treasurer, and Executive Director. The purpose of the Executive Committee is to make necessary Board-level decisions between regular meetings of the Board of Directors.

Finance Committee
The Finance Committee has six major tasks: 1) Overseeing the maintenance of accurate and complete financial records; 2) Overseeing the preparation of accurate, timely and meaningful financial statements and presentation to the board; 3) Monitoring the budget and anticipating financial problems; 4) Safeguarding the organization's assets; 5) Complying with federal, state and other reporting requirements; and 6) Assisting the full board in their understanding of the organization's finances. The committee holds monthly conference calls.

Membership Committee
The Membership Committee helps identify member needs through member survey data and responses to service and programs to help guide AMDA staff in developing and designing membership materials, benefits, and marketing efforts. Members are asked to review various promotional materials and make suggestions. This is done primarily by mail/fax.

Nominating Committee
The Nominating Committee's sole purpose is to develop the slate of candidates for each year's election. Two members are dictated by the bylaws: the Immediate Past President and Executive Director. The President appoints two additional members annually, one from the State Presidents Council and one from the House of Delegates.

Public Policy Committee
The Public Policy Committee identifies issues of concern to the association and develops policy statements to submit to the board of directors for action. This committee works on national policy issues, including legislation and regulation, as well as physician payment issues.

APPENDIX II

Model Survey

A survey should be sent to potential members prior to the organizational meeting. This form facilitates obtaining information useful in formulating bylaws and articles of incorporation documents. This form can be revised to fit the needs of each individual state. The results of this survey will not be binding on the directors or officers of the Association, but is used as a guideline for future action.

Questionnaire

1. Do you agree that a state chapter is needed and desirable?
   □ Yes □ No

2. Would you be willing to serve on a planning committee to help energize the chapter?
   □ Yes □ No

3. Who would you recommend to serve on a planning committee?

4. Would you like to have help from AMDA in organizing a planning meeting?
   □ Yes □ No

5. Would you be willing to serve on the board of directors?
   □ Yes □ No

6. Who would you recommend as directors and/or officers for the chapter?

7. If a chapter is organized, what amount should be billed for state chapter dues?
   □ $75 □ $100 □ $150 □ Other ______

8. Would you prefer: □ 2 year terms □ 3 year terms (1/3 of the board would rotate off every year if there were 3 year terms.)

9. Should there be a limit on the number of terms a director can serve?
   □ Yes □ No

10. Length of term for officers (President, Vice-President, Secretary, Treasurer)
    □ 1-year □ 2-years

11. Should there be a limit on terms served?
    □ Yes □ No

12. If yes, what should be the limit?
    □ 2 terms □ 3 terms

13. Are you a member of: (check all that apply)
☐AGS ☐State Medical Society ☐Other:___________________

14. What items or specific concerns would you like placed on the planning meeting agenda? ____

Note: Please provide any comments or suggestions on the back of this page.

APPENDIX III

Sample Bylaws

I. NAME, LOCATION AND PURPOSE

Section 1. The name of this corporation shall be the [State Name] Medical Directors Association. For the purposes of these bylaws, the terms "Nursing Homes" and Long Term Care Facilities" shall be interchangeable.

Section 2. The principal office shall be located at ________________________________.

Section 3. The purpose for which this association was formed is ____________________
____.

II. MEMBERSHIP

Section 1. Classes of membership in this Association, include the following:

General Members

Membership may be granted to any licensed physician who has an interest in or whose professional medical services are provided in full or in part within the long term care continuum and/or who holds the position of medical director.

Affiliate Members

Affiliate membership may be granted by the Board of Directors to any individual, group, organization or entity interested in or promoting the affairs of the state chapter. Affiliate members may attend meetings of the membership and may speak thereat, but shall have no vote nor be eligible to hold office.

Honorary Membership

Individual honorary membership may be conferred by the Board of Directors on individuals who have rendered distinguished service to the health care field or to the state chapter; they may serve on committees in a nonvoting, advisory capacity.

Other Membership Categories

To meet the changing needs of a growing and dynamic association, the Board of Directors may establish as necessary other categories of membership, e.g., resident fellows, retired physicians.

Section 2. There is no limit to the number of persons that may be members of this Association.

Section 3. Each regular or associate member shall be a voting member, provided all dues and assessments are paid. Property shall be owned by the Association and no individual member shall have rights in corporate property.

Section 4. Membership meetings shall be held at least once a year at a time and place designated by the board of directors upon reasonable notice. Special membership meetings may be held upon call of the board of directors at a date, time, and place designated by the board. Meetings of this organization shall be governed by Sturgis Rules of Order.

Section 5. A quorum at a membership meeting shall be 10% of the total voting membership present.

Section 6. Dues and assessments shall be levied on each regular or associate member of this Association as the members at their annual meeting shall direct.

Section 7. Regular and associate membership shall be terminated upon failure of one of the following conditions:

a. To pay dues and assessments when due; and/or
b. To continue involvement in the care of long term care patients and/or involvement in the long term care setting.

Section 8. A regular or associate member may be reinstated to membership after termination by:

a. Payment of current dues and assessments.
b. Continuing to maintain his/her involvement in the care of long term care patients and/or involvement in the long term care setting.

III. BOARD OF DIRECTORS

Section 1. The business affairs, educational seminars, and other meetings to foster and promote the purposes of the Association shall be under the direction of the board of directors. The board of directors shall be responsible for the management of the Association.

Section 2. The board of directors shall be elected at the annual membership meeting. The officers of the corporation shall be members of the board of directors. Note: We recommend 6-9 board members for larger chapters or those well established with willing members.

Section 3. Except for the members of the board of directors elected at the first annual membership meeting, members of the board of directors elected to fill vacancies on the board shall be elected annually for a term of two years. All directors elected for a two-year period may be re-elected for a second term but may serve no longer than two terms in succession. In addition to the elected board members, the immediate past-president of the Association shall become director for one year.

Section 4. To provide some degree of continuity to the board of directors, the directors elected at the first annual meeting will, at the first annual meeting after their election, choose lots to determine who will serve one year and who will serve two years.

If there are an even number of Directors elected at the first annual membership meeting, one-half will serve one year and the others for two years each.

Section 5. The board of directors shall appoint a Nominating Committee prior to the annual membership meeting to nominate candidates for officers of the Association and for positions on the board of directors coming vacant. Additional candidates may be nominated from the floor at the annual membership meeting.

Section 6. A quorum of the board of directors shall be 50% of all board members.

Section 7. The board of directors or the officers at their direction, shall endeavor to schedule one annual seminar for educational purposes.

IV. OFFICERS

Section 1. There shall be at least three officers in this Association: President, Vice President and Secretary-Treasurer.

Section 2. Election of officers shall be by the general membership at each annual meeting.

Section 3. The President shall preside at all meetings and must be an AMDA member. He/she shall be chief executive officer of the Association and have such other duties and functions as the board of directors may designate from time to time.

Section 4. In the absence of the President, the Vice President shall exercise all the duties and responsibilities of the President.

Section 5. The Secretary-Treasurer or his/her delegate, shall attend all meetings of the board of directors and membership. He/she shall cause a book to be kept for the purpose of recording the minutes of the proceedings. He/she shall give or cause to be given, notice of all meeting of the membership and the board of directors.

Section 6. As Treasurer, the Secretary-Treasurer shall have custody of the Association funds and shall keep full and accurate accounts and receipts and disbursements. He/she shall send out notices of dues payable and deposit all funds for safe-keeping in a savings account having transfer privileges to a checking account for the purpose of disbursements of funds when due and payable.

V. COMMITTEES

Section 1. Standing committees shall be established to assist the board of directors. Committees shall function in an advisory capacity, recommending programs and policies in the major areas of interest to which they are assigned.

Section 2. Ad hoc committees may be established as necessary by the board of directors.

Section 3. Each committee shall be required to keep minutes and to make a report to the board of directors at the time of the annual business meeting and may request or be requested to make a report at other meetings of the board of directors.

Section 4. Committee chairpersons shall be appointed for two (2) year terms by the President with the exception of the Executive and Nominating Committee. The President may also appoint committee members.

Section 5. The committee chairs may appoint committee members with approval of the President.

Section 6. Each standing committee may establish, subject to approval by the board of directors, such subcommittees and administrative structures as it deems necessary.

Section 7. Chairpersons of all committees shall be general members in good standing of AMDA at the time of their appointment, and shall remain so during their term.

Section 8. All committees will meet at the discretion and decision of their chair.

VI. AMENDMENT

The board of directors shall propose any amendment or alteration to these Bylaws by resolution setting forth the proposed amendment and direct that it be submitted for adoption at a meeting of the membership. Notice of the meeting of members stating the purpose shall be given to each member entitled to vote on the proposed amendment no less than 30 days prior to the meeting. If notice required has been given the proposed amendment may be adapted at any meeting of the membership. When a majority of the members voting have approved a proposed amendment, it is adopted.

APPENDIX IV
Sample Articles of Incorporation

Articles of Incorporation
ABC, Inc.
A Nonprofit Corporation

Pursuant to the nonprofit provisions of the Nonprofit Corporation Act of the State of ________________, the undersigned incorporators adopt the following articles.

ARTICLE I

The name of this nonprofit corporation is ABC, Inc.

ARTICLE II

The name and address of the registered agent and office of this nonprofit corporation is:____.
[Note: The initial registered agent may be a corporate service specializing in accepting service of legal process, or the organization can assign a director or an officer to accept service. The address is usually a street address as opposed to a post office box.]

ARTICLE III

The purposes for which this nonprofit corporation is organized are:
[Note: Considerable care should be used in drafting this article to comply with any specific purposes required under state law. The organization's drafter also should be cognizant of federal tax law implications. For example, organizations considering Section 501(c)(3) tax exempt status might consider the following language: "This nonprofit corporation is organized exclusively for one or more of the purposes as specified in Section 501(c)(3) of the Internal Revenue Code, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code."]

ARTICLE IV

The number of initial directors of this nonprofit corporation shall be ______ and the names and addresses of these initial directors are as follows:_______________________
______________________________.
Succeeding directors are as established by the bylaws.
[Note: Street addresses are usually required by state law as distinguished from post office boxes.]

ARTICLE V

The names and addresses of the incorporators of this nonprofit corporation are:
[Note: List the names and complete street address of each incorporator who is a legal or natural person who is authorized under state law to sign the articles of incorporation or charter.]

ARTICLE VI

The period of the duration of this nonprofit corporation is:
[Note: The usual length of time is perpetual, but a shorter time frame may be specified.]

ARTICLE VII

The classes, rights, privileges, and qualification of the members of this nonprofit corporation are as follows:
[Note: If members are to have voting rights, such rights should be defined in the Articles of Incorporation or Bylaws. If members refer to persons who have no voting rights or other power, the Articles should so state.]

ARTICLE VIII

[Additional provisions such as the following should be included in light of any applicable requirements of federal tax law and state law on nonprofit corporations.] For example, the following sample provisions are illustrative:

1. *A provision dealing with dissolution:* “Upon dissolution of this nonprofit corporation, its net assets remaining after payment, or provision for payment, of all debts and liabilities of this nonprofit corporation shall be distributed for one or more exempt purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code, or shall be distributed to the federal government, or to a state or local government, for a public purpose.
2. *A provision concerning political activities:* “No substantial part of the activities of this nonprofit corporation shall consist of promoting propaganda, or otherwise attempting to influence legislation, except as otherwise provided by Section 501(c)(3) of the Internal Revenue Code, and this nonprofit corporation shall not participate in, or intervene in, including the publishing or distribution of statements, any political campaign on behalf of, or in opposition to, any candidate for public office.”
3. *A provision addressing the distribution of net earnings:* “No part of the net earnings of this nonprofit corporation shall inure to the benefit of, or be distributable to, its directors, officers, members or other private persons, except this nonprofit corporation shall be authorized and empowered to pay reasonable compensation for services rendered to and to make payments and distributions in furtherance of the purposes set forth in these Articles of Incorporation.”
4. *A provision dealing with general limitations on activities mandated by certain sections of the Internal Revenue Code:* “Notwithstanding any other provision of these Articles of Incorporation, this nonprofit corporation shall not engage in any activities that are not permitted: (1) by a nonprofit corporation exempt from federal corporate income tax under Section 501(c)(3) of the Internal Revenue Code or (2) by a nonprofit corporation whose contributions are deductible under Section 170(c)(2) of the Internal Revenue Code.”

[Note: Existing organizations should be aware that the Internal Revenue Service has published guidelines to identify states and circumstances where an express dissolution clause for a charitable organization is not required.]

5. *Additional provisions may be required by state law:* [It would be prudent for an organization to have the advice of counsel knowledgeable in federal and state tax laws as well as the state nonprofit corporation law.]

The undersigned incorporators declare hereby that the statements made in the foregoing Articles of Incorporation are true:

Signature of Incorporator(s): Date:___________________

____

____

____

[Note: Some states require the signatures to be notarized.]

APPPENDIX V

Joint Marketing Letter

Date

Dear Colleague:

Have you ever felt you needed better tools and information to practice in the long term care setting? AMDA specializes in providing clinical tools and educational programs to ensure our members are effective practitioners and we want to become your best source for dealing with difficult clinical, administrative, and ethical issues in long term care. AMDA, with more than 4,500 members, is an organization committed to improving the quality of care in the long term care continuum.

> **Communication—**Join a committed network of colleagues with similar interests and experience.
> **Advocacy—**Benefit from AMDA's efforts in the legislative arena. AMDA plays a vital role in addressing legislative, regulatory, and reimbursement issues in long term care.
> **Education—**Participate in educational programming developed by and designed exclusively for long term care providers. AMDA is an ACCME-accredited CME provider.
> **Tools—**Stay on top of the many clinical and administrative issues inherent in long term care practice. AMDA's peer-reviewed journal (JAMDA), website and many other resources keep you informed.

For detailed information on AMDA or for a listing of our upcoming conferences, please visit www.amda.com.

We also are able to provide you with a critical resource to navigate through the continuum of care at the state level by introducing you to the **[insert chapter name followed by 3-4 sentences about chapter].**

We have included an application to join AMDA and **[insert chapter name]**. **Complete and return the membership application to be eligible to register for future AMDA conferences at the member rate.** On behalf of the entire membership and the AMDA board of directors, we hope you are able to join us both as a **[insert state]** chapter member and as a national member of this dynamic organization.

Sincerely,

______________________________	______________________________
President, AMDA	President, State Chapter

Enclosures

APPENDIX VI

Sample Dues Collection Agreement

AMDA JOINT DUES BILLING AGREEMENT

The following sets forth the Joint Dues Billing program of AMDA – Dedicated to Long Term Care Medicine and the ___________________________________state chapter, regarding the collection of dues from state chapter members.

At the written request of the participating AMDA state chapter, the AMDA national office will process renewal invoicing of state chapter members who are also AMDA national members. State chapter members who are invoiced for state chapter dues must belong to both AMDA and the state chapter to participate in the Joint Dues Billing Program. State chapter renewal invoicing will be done in April, at the same time as the national dues renewal. AMDA national individual membership runs from July 1 to June 30 of each year (12 month term).

To compensate AMDA for the database programming, tracking and financial overhead associated with providing this service for state chapters, AMDA will retain ten percent (10%) of the state chapter dues collected. The remainder will be remitted by AMDA to the state chapter on a quarterly basis. As per AMDA policy, after receipt of the annual state chapter membership roster (to be submitted to AMDA by January 16th), upon request, AMDA will provide the state chapter with contact information on AMDA members for recruiting and retention purposes.

Participating state chapters agree that they will use the same membership categories as AMDA. Please note: Individual AMDA members are not automatically members of the chapter in the state in which they reside or practice. It is the responsibility of each state chapter to recruit such individuals.

How Joint Dues Billing works:

- ✓ Using the AMDA membership categories (provided on the second page of this Agreement), the state chapter will determine its dues amounts and report this to AMDA with the signed agreement.
- ✓ The state chapter listing will be added to the AMDA national membership application.
- ✓ The state chapter is responsible for populating an Excel spreadsheet (template provided by the national office) with their members' names and comprehensive contact information and providing it to AMDA by February 1.
- ✓ Monthly, AMDA will provide participating state chapters with an Excel spreadsheet of AMDA members in their state who have joined or who have been canceled from AMDA.
- ✓ Quarterly, a comprehensive spreadsheet of paid state chapter members for the preceding three months, along with the check for dues collected during that time period, less the 10% service fee, will be sent to the state chapter.
- ✓ It is the responsibility of the state chapter to send new member materials to state chapter members.

- ✓ State chapters should maintain a dues processing system for their members who do not join AMDA. AMDA will only invoice members who belong to both the state chapter and AMDA.

AMDA Membership Categories

- Physician – (Medical Director, Attending Physician)
- Licensed Independent Practitioner – (Nurse Practitioner, Physicians Assistant, DDS, CNS, DPM)
- Interdisciplinary Team – (Administrator, Consultant Pharmacist, DON, etc.)
- Physician in Training – (Intern, Resident, Fellow)
- Retired Member – (Retired practitioner)

If you would like AMDA to handle your renewal invoicing, please sign and complete the agreement on the following page and return to AMDA via email, fax or mail:

AMDA – Dedicated to Long Term Care Medicine
11000 Broken Land Parkway Suite #400
Columbia, MD 21044
Attention: Sherri L. Smith

In addition to the signed agreement, by February 1, the state chapter representative must submit an Excel spreadsheet of state chapter members, as well as its current dues structure.

AMDA or the state chapter may terminate this agreement at any time by furnishing thirty (30) days written notice to the other party.

AMDA JOINT DUES BILLING AGREEMENT

AMDA – Dedicated to Long Term Care Medicine

Signature: ___________________________

Name: ______________________________

Title: ______________________________

Date: ______________________________

By countersigning this policy, I am authorizing AMDA to handle the billing and dues invoicing for our members on the terms set forth above.

Chapter Name: ___________________________

Signature: ________________________________

Title: ___________________________________

Date: ________________________________

2011 Annual Chapter Dues Amounts (by category):

$_______ Physician
$_______ Licensed Independent Practitioner
$_______ Interdisciplinary Team
$_______ Physician in Training
$_______ Retired Member

Does a portion of the annual dues collected by your state chapter go towards lobbying?

☐ No

☐ Yes – What percentage? __________%

APPENDIX VII

Sample News Release

1 amda™

Dedicated To Long Term Care Medicine

NEWS RELEASE

5 **FOR IMMEDIATE RELEASE**

CONTACT: **Krista Das**
kdas@amda.com
410-740-9743

3 **March 30, 2011**

4

AMDA Elects Karyn Leible, RN, MD, CMD, 2011-2012 President

6 *Columbia, MD* – Karyn Leible, RN, MD, CMD, Chief Clinical Officer at Pinon Management in Lakewood, CO, has been elected to serve as the 2011-2012 President of AMDA – Dedicated to Long Term Care Medicine.

Dr. Leible has been an active AMDA member since she joined the organization in 1993. She has been on the AMDA Board of Directors since 2007 and has served as President of the Board of Directors of AMDA-affiliated Long Term Care Direct since 2006. She is a former chair of the American Medical Directors Certification Program Board, and has been active in several AMDA state chapters.

In discussing her priorities as president, Dr. Leible noted, "There is a continuum to the work of the president. I will be moving forward on the development of competencies for long term care physicians, a project started by Paul Katz [2010-2011 AMDA President]."

Stressing that she takes AMDA's tagline, "Dedicated to Long Term Care Medicine," seriously, Dr. Leible stated, "I'm interested in education and looking at all aspects of long term care medicine." She added, "We are expanding our offerings in terms of webinars and online
7 education. I'm looking forward to working with AMDA's Online Task Force to further expand our online programming and increase offerings for all team members and ensure their access to these educational opportunities."

Prior to her career as a long term care physician and medical director, Dr. Leible served as an intensive care unit nurse. She expressed, "Nursing taught me compassion for my residents and an understanding of the needs of staff who care for them. It prepared me well to work with the interdisciplinary team."

Dr. Leible received her BA from Boston University and a nursing degree from the Massachusetts General Hospital School of Nursing. After working as a nurse for several years, Dr. Leible decided to pursue a medical degree. She graduated from the University of Colorado, School of Medicine in 1990 and completed a fellowship in geriatrics. Currently, she is Chief Clinical Officer at Pinon Management in Lakewood, CO, a position she has held since 2008. Previously, she was Medical Director of the Colorado State Veterans Home.

9 **—continues—**

8

2/…

10 * * * * * * * * *

AMDA – Dedicated to Long Term Care (formerly the American Medical Directors Association) is the national professional association of medical directors, attending physicians, and other professionals practicing long term care medicine committed to the continuous improvement of patient care. AMDA provides education, advocacy, information, and professional development enable its members to deliver quality long term care.

2

APPENDIX VIII
CMD/CME Requirements

Chapters may apply for CME credit hours for their chapter meetings by requesting a Joint Sponsorship Application from the AMDA office. Because of the depth of the documentation required and the time required for review and interaction between AMDA and chapter representatives, chapters are encouraged to submit their fully-completed applications for CME at least 30 days prior to the date they plan to begin to market the course. The national office must be integrally involved in your program planning from the very beginning. Chapters applying for CME and CMD credit hours need only submit this one application. Contact AMDA's education department for more information or log onto www.amda.com/education/jtsponsorship/.

Basic requirements for CME applications include:

- Involvement of an Education Committee member at the beginning of the planning process. (Contact the Education Department to have an Education Committee member assigned to your program.)
- Copies of planning committee minutes.
- Description of needs assessment.
- Statement of learning objectives for the meeting. Objectives must be included in promotional and on-site materials.
- Description of target audience.
- Lists of planning committee and faculty members, including a bio sheet or CV for each individual.
- Copy of letters to faculty including statement of learning objectives for their particular presentations.
- Program committee and faculty disclosures.
- Documentation of Conflict of Interest identification and resolution.
- Meeting agenda that includes schedule of presentations and breaks.
- Copy of promotional materials.
- Copy of evaluation form.
- Copy of the course budget.
- Information about commercial support for the meeting.
- Sample participant certificate.
- Application fee of $275 for a one-day course (up to 8 hours); $525 for a two-day course, or $775 for a three-day course.
- Post-course materials include: list of participants with names and addresses, copy of on-site materials (e.g., final brochure and handouts), and a summary of the evaluations.
- Chapters may apply for CMD credit only for their chapter meetings by submitting the following items to the Certification Department at the national office:
- Copy of the preliminary program including specific sessions and names of speakers.
- Statement of learning objectives. Objectives must be included in promotional and on-site materials.
- Faculty list.
- Post course materials include: list of participants with names and addresses, copy of the final program.
- Application fee of $75.

(Note: This list is not exhaustive and is subject to change. Contact AMDA before you start.)

APPENDIX IX

Model Agenda – Organizational Meeting

Agenda

First Organizational Meeting
State Chapter Name

I Overview of AMDA National Association

A. Mission
B. Activities
C. Bylaws
D. Requirements for state chapters

II Assign Temporary Recorder/Secretary to Take Minutes

III Discuss Possibility of Surveying Medical Directors and Attending Physicians in the State

IV Activities Needed to Become AMDA State Chapter

A. Mission
B. Scope of activities
C. Name
D. Bylaws and Articles of Incorporation

V Elect a Provisional or Inaugural Long term care, Officers, etc.

VI Next steps

A. Date for next business meeting
B. Plans for membership drive
C. CME Meeting – possible dates, locations

APPENDIX X

Model Agenda – Business Meeting

Agenda

Annual Business Meeting
State Chapter Name

I Call to order

II Review of minutes

III Old business

IV State issue for chapter consideration/action

V News and/or issues from AMDA national organization
- A Minutes from most recent House of Delegates and/or State Presidents Council meeting
- B Minutes from most recent State Presidents Council meeting

VI Issues and/or resolutions to refer to the national office
- A House of Delegates and resolutions
- B State policy issues

VII Financial report

VIII Committee report

IX Election

X New business

XI Adjourn

APPENDIX XI

Model Agenda – CME Educational Program

Agenda
CME Educational Program
State Chapter Name

<u>Day One</u>

I	Opening Session – Overview of State Issues	45 minutes
II.	General Session – National Policy Initiatives and Issues	45 minutes
III	Questions and Answer	30 minutes
IV	Break	30 minutes
V	Medical Direction – Topic 1(include list of core topics)	45 minutes
VI	Medical Direction – Topic 2	45 minutes
VII	Networking Lunch and Visit to Exhibits (Invite sponsors to join attendees at lunch and usher into exhibit at the end of lunch. Confirm that exhibit hours do not interfere with other sessions or events.)	2 hours
VIII	Clinical Topics associated with the Long Term Care Patient	6 hours
IX	Questions and Answers	30 minutes
X	Business Meeting	2-3 hours

<u>Day Two</u>

I	Session	45 – 60 minutes w. periodic pauses
II.	Session	45 – 60 minutes w. periodic pauses
III.	Session	45 – 60 minutes w. periodic pauses
IV.	Session	45 – 60 minutes w. periodic pauses

Schedule 45-60 minute sessions with periodic pauses for questions and answers, up to 4 to 8 hours of education. Sessions can be a mix of clinical or medical direction topics.

APPENDIX XII
Sample Meeting Costs

The cost of each meeting/conference will vary due to speaker fees, food, space rental, copies, and miscellaneous expenses. One way to defer the cost is by partnering with other local organizations such as other state chapters, AGS and AAHCA.

Listed is an example of costs associated with a small group meeting.

Cost Description	Total Cost	
Room Rental	$200.00	
Catering (estimating 50 people)		
Continental Breakfast and 2 breaks	$1,500.00	
Lunch	$1,300.00	
Food Total *(not including tax)*	$2,800.00	
AV Services		
LCD Projector	$ 450.00	
Projection Screen	$50.00	
Microphone	$150.00	
AV Support	$50.00	
Total	$750.00	
Speaker Travel/Honorarium		
John Doe, MD, CMD	$1,000.00	
Jane Doe, MD, CMD	$1,000.00	
James Doe, MD	$1,000.00	
Total	$3,000.00	
Printing and Duplications		
Binders and Contents of presentations	$500.00	
Misc. copies	$100.00	
Total	$600.00	
Grand Total		$7,300.00
Less Industry Support		($4,000.00)
Less Registration Fees @$60p/p		($3,000.00)
Estimated State Chapter Total Cost:		**$300.00**

Other:

- *CME Application*
- *Promotion*
- *Mailing/Postage*

APPENDIX XIII
SAMPLE ANNUAL MEETING TEMPLATE

amda
Dedicated To Long Term Care Medicine

2013 State Chapter Annual Report

The purpose of the annual report is to keep the national office informed of organizational updates and upcoming state chapter activities.

State Chapter Name:

Executive Director and/or Administrative Assistant Contacts (Name & E-Mails)**:**

Who are your current officers? ***Is this information on your website?***

Title	Name	Term
President		
President Elect		
Vice President		
Immediate Past President		
Secretary		
Treasurer		

Membership Categories & Dues Structure:

Member Type:	Dues amount:
Physician:	$
Licensed Independent Practitioner:	$
Interdisciplinary Team:	$
Physician in Training:	$
Retired Member	$
Other:	$

When are new officers elected?

Number of active members: (*please attach an excel spreadsheet of active state chapter members, including full contact information)*

State Chapter Contact Information: (Please provide so AMDA can send communications to state staff as well.)

Name	
Title	
Address	
Phone	
Email	
Web site URL	

Date of last business meeting: (*please attach meeting minutes)*

Upcoming Event(s):

Meeting Title	
Date	
Location	
Sponsors	
Web site address	
Contact Information	

Meeting Title	
Date	
Location	
Sponsors	
Web site address	
Contact Information	

Report completed by ____________________ Date ____________

Please return completed annual report and supporting documents to statechapters@amda.com by **January 11, 2013.**

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