

Akron Regional Hospital Association



2013

ARHA COMMITTEE HANDBOOK

REVISED 4/8/2013

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INTRODUCTION

BACKGROUND

Welcome to the Akron Regional Hospital Association (ARHA), which includes activities of the North East Central Ohio Emergency Preparedness and Regional Extension Center, NECO EP and NECO REC, respectively.

We are pleased you have been selected to participate on one or more of our committees and hope you will find involvement to be a meaningful experience. Contributing in an ARHA committee provides an opportunity to collaborate with your colleagues in a neutral environment.

PURPOSE

ARHA assembled the Committee Handbook not only to provide an overview of the association, but also to define the types of committees we facilitate and specify what the roles and responsibilities of leading or participating on one or more of our committees.

TOOLS

The ARHA Committee Handbook provides instructions and examples of tools to ensure meetings are as productive as possible and a worthy of everyone's time.

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OVERVIEW

MISSION

The mission of the Akron Regional Hospital Association (ARHA) is to work on behalf of its hospitals through coordination of services that assist hospitals in meeting and improving the health care needs of the communities they serve. These services include advocacy and representation, policy development, communication and information, education, research and data.

MEMBERSHIP

The current ARHA membership includes hospitals and health systems in Medina, Portage, Stark and Summit counties. They include:

- AFFINITY MEDICAL CENTER
- AKRON CHILDREN'S HOSPITAL
- AKRON GENERAL HEALTH SYSTEM
 - AKRON GENERAL MEDICAL CENTER
 - EDWIN SHAW REHAB
 - LODI COMMUNITY HOSPITAL
- ACUTE CARE SPECIALTY HOSPITAL AT AULTMAN
- AULTMAN HOSPITAL
- MEDINA HOSPITAL – A CLEVELAND CLINIC HOSPITAL
- MERCY MEDICAL CENTER
- ROBINSON MEMORIAL HOSPITAL
- SELECT/REGENCYHOSPITALS
 - SELECT AKRON
 - SELECT CANTON
 - REGENCY BARBERTON
 - REGENCY RAVENNA
- SUMMA HEALTH SYSTEM
 - AKRON CITY HOSPITAL
 - BARBERTON HOSPITAL
 - ST. THOMAS HOSPITAL
 - WADSWORTH RITTMAN HOSPITAL
 - WESTERN RESERVE HOSPITAL
- SUMMA REHAB HOSPITAL

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GOVERNANCE STRUCTURE

As a nonprofit organization, ARHA has several types of committees. Understanding the roles of each of these committees, and how their independence, authority, and accountability relate to one another is beneficial to all members.

The first step to understanding the roles of these committees is to define them.

BOARD OF DIRECTORS

Every nonprofit, including the Akron Regional Hospital Association, has a Board of Directors. The ARHA Board is comprised of the individual holding the position of chief executive in charge for the voting member hospital; (i.e., chief executive officer, senior executive in charge, president, vice president). The board has legal responsibility for the actions of the organization. The Board of Directors has fiduciary responsibility, and as such must insure that the funds taken in by the organization are used to serve the mission outlined in the bylaws. The Board of Directors also has statutory responsibility. It must insure that the organization acts within local, state and federal laws and statutes.

Typically the responsibilities of the board of directors also include allocation of resources, and long term and strategic planning.

In short, the Board of Directors is entrusted by law to oversee operations of a non-profit agency.

EXECUTIVE COMMITTEE

The Executive Committee includes the Chair, Vice Chair, Secretary and Treasurer of the Akron Regional Hospital Association Board of Directors. This committee serves in as an advisory committee to the Director of the Association and may make recommendations to the full Board. They may also make some decisions on behalf of the full board as needed and within the boundaries of the bylaws.

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TYPES OF COMMITTEES AND THEIR STRUCTURES

There are many formal definitions describing what a committee is but the essence of all such definitions could be stated as:

"A committee is a group of people trying to accomplish something (the purpose) that cannot be better accomplished otherwise".

The success of any committee requires an understanding of this basic principle. Every committee needs a purpose. If you do not know what you are trying to accomplish, or have no purpose, then your committee is unlikely to succeed. And that purpose needs to be clearly articulated so that all members understand and you can work collectively to achieve it.

Besides a purpose, people are a key ingredient in any committee. If your purpose can be accomplished by one or two people without a group, then you don't need a committee. If accomplishing your purpose requires a group, then you require a committee made up of the right people and the right processes and procedures.

STANDING COMMITTEES

Standing committees are formed to deal with ongoing, major activities within our member institutions. Many standing committees have become a permanent feature of the Association.

Purpose

Each committee has an established purpose statement that is reviewed annually.

Leadership

Each committee has a chair or co-chairs. The role of chair is explained on Page 7.

Composition

Membership is limited to representatives from ARHA member hospitals. Exceptions to this is limited and based on appropriate circumstances.

Frequency and Format of Meeting

Committees can determine the frequency of meetings based on need and amount of projects and tasks. Committees can choose to meet in person at the ARHA Conference Facility or via conference call/webinar.

ARHA Staff Role

Each committee will work in collaboration with a designated ARHA point of contact. Staff will function in an administrative capacity to organize committee meetings including:

- Maintain committee roster
- Facilitate communication among committee members
- Send meeting notices
- Coordinate with chair to determine agenda items
- Scribe notes or minutes
- Follow up on action items
- Assist with ensuring activities and discussion represent the interest of all members

SUBCOMMITTEES

Subcommittees are a subset of a standing committee, appointed or created for a particular purpose and formed to address an ongoing area in need of control or oversight.

Purpose

Each subcommittee has an established purpose statement that is reviewed annually.

Leadership

Each subcommittee has a chair or co-chairs. The role of chair is defined on Page 7.

Composition

Membership is limited to representatives from ARHA member hospitals. Representatives are appointed by a member from the standing committee.

Frequency and Format of Meeting

Subcommittees can determine the frequency of meetings based on need. They can choose to meet in person at the ARHA Conference Facility or via conference call/webinar.

ARHA Staff Role

Each subcommittee will work in collaboration with a designated ARHA point of contact to determine the level of administrative support needed.

WORKGROUP OR TASK FORCE

Workgroups or Task Forces are appointed or created for a particular purpose or on a short-term basis. The committee is dissolved when the job is complete.

Need or Opportunity Statement

Each workgroup or task force creates a need or opportunity statement.

Leadership

Each workgroup or task force has a chair or co-chairs. The role of the chair is defined on Page 7.

Composition

Membership is limited to representatives from ARHA member hospitals. The exception to this is limited and based on appropriate circumstances. Subject matter experts may be sought out as needed.

Frequency and Format of Meeting

Workgroups or Task Forces can determine the frequency of meetings based on need and amount of projects and tasks. Workgroups or task forces can choose to meet in person at the ARHA Conference Facility or via conference call/webinar.

ARHA Staff Role

Each workgroup or task force will work in collaboration with a designated ARHA point of contact to determine the level of administrative support needed. In some circumstances the ARHA staff member will serve as the Project Manager in lieu of a workgroup or task force chair.

SUMMARY OF TYPES OF COMMITTEES

Committee	Statement	Duration
Standing Committee	Purpose	Ongoing
Subcommittee	Purpose	Ongoing
Workgroup or Task Force	Need or Opportunity	Finite

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ROLE AND RESPONSIBILITY OF THE CHAIR AND CO-CHAIR

ELECTION

To ensure ARHA committees are healthy, thrive and encourage new leadership, ARHA Standing Committees will elect a new chair at the first meeting of the year every two years (or according to their bylaws.) Each committee will determine the process and formality of the election process.

MEETING RESPONSIBILITIES

Preparation

- Review minutes or notes from the previous meeting and note any corrections or action items
- Work with ARHA staff to outline agenda items prior to the meeting

Facilitation

- Outline the purpose of the meeting and remind members why they are there at the beginning of each meeting, drawing attention to the committee purpose statement.
- Facilitate the meeting to keep it moving and to ensure that members contribute to the discussion. When the discussion is underway, it is the chairperson's responsibility to ensure that it continues to flow smoothly by involving all members present and by not permitting one or two people to dominate the meeting.
- Summarize discussion paying particular attention to action or decision items at the end of each agenda items.
- Call for a formal vote if a major decision is being considered.

Conclusion or Adjournment

- Review all action items and make assignments if appropriate
- Remind members what they have achieved
- Thank participants for their contributions

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ROLE AND RESPONSIBILITY OF THE COMMITTEE MEMBERS

MEETING RESPONSIBILITIES

Preparation

- Reply to the meeting invitation
- Notify ARHA staff immediately if you attendance plans change
- Review the previous meetings minutes
- Note and follow through on any action items assigned
- Review the agenda and be prepared to discuss the topics

Participation

- Actively participate in discussion
- Refrain from side-bar conversations to avoid distractions
- Clearly indicate your decision if a vote is being taken by raising your hand

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TOOLKIT

GOALS AND OBJECTIVE DEVELOPMENT

The words Goal and Objective are often confused with each other. They both describe things that a committee may want to achieve or attain but in relative terms may mean different things. A goal is a general statement of achievement while an objective is a specific step or action you take to reach your goal.

	Goal	Objective
Meaning:	The purpose toward which an endeavor is directed.	Something that the committee efforts or actions are intended to attain or accomplish; purpose; target.
Example:	Explore best practices in workforce wellness	Reduce workplace absences due to illness by 10% within two years.
Action:	Generic action or an outcome toward which the committee strives	Specific action - the objective supports attainment of the associated goal.
Measure:	Goals may not be strictly measurable or tangible.	Must be measurable and tangible.
Time frame:	Longer term	Mid to short term

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PROJECT DEVELOPMENT TEMPLATE

A. General Information

Project Title:

Date:

Points of Contact

List the individuals who may be contacted for information regarding the project.

Position	Name and Title	Organization
Project Sponsor		
Project Manager		
Major Stakeholders		
Customer (User) Representative(s)		
Other (Contractors)		

B. Project Purpose

This section will explain the reason(s) for doing this project. Complete the Statement of Problem and Project Objective.

1. Background

Describe the events leading up to the project. If there are dependant or related projects indicate what these are.

2. Statement of Opportunity

The Problem is a question, issue, or situation, which needs to be answered or resolved. Describe the problem or issue this project will address.

3. Project Objective

Define the specific objective of the project.

C. Assumptions and Constraints

1. Assumptions

Assumptions are statements taken for granted or accepted as true without proof. Assumptions are made in the absence of fact. List and describe the assumptions made in the decision to initiate this project.

- Assumption A
- Assumption B
- Assumption C

2. Constraints

Describe the priorities among the projects quality, scope, schedule, staff and budget. Parameters are least flexible, somewhat flexible or most flexible.

Flexibility	Least	Somewhat	Most
Quality			
Scope			
Schedule			
Staff			
Budget			

D. Project Description, Scope and Management Milestones

In this section, a description of the project will be built. The description will include defining the customers, the customers' needs, the customers' requirements, and the deliverables. Also, in this section, as part of the description, the risks need to be identified. Major milestones will further describe the project. The project scope addresses the who, what, where, and why of the project and will be defined in this section.

1. Project Customers

Describe the project's customer(s). Who is this project for? (Participants in the activity as opposed to those designing it)

2. Customer Needs

Describe the needs, in terms of the intended customer, this project will meet.

3. Final Deliverables

Describe the customer's criteria for acceptance. What will it take for the customer to communicate the project is complete?

4. Risks/Negative Impact

Describe any threats to the project's completion and success. Identify any groups, departments, offices who could be negatively impacted by this project.

Risk	Probability (1-5)	Impact (1-5)	Mitigation

5. Summary of Major Management Milestones and Deliverables

Provide a list of Project Management Milestones and Deliverables. This list of deliverables is not the same as the products and services provided, but it is specific to management of the project.

Event/Milestone	Estimated Date	Actual Date
Project Charter Approved		
Project Plan Completed		
Project Execution – Started		
Project Execution Completed		
Project Closed Out		

E. Project Authority

Describe the authority of the individual or organization initiating the project, any management constraints, management oversight of the project, and the authority granted to the Project Manager.

Authorization

Name the project approval authority that is committing organization resources to the project.

Project Manager

Name the Project Manager and define his or her role and responsibility over the project.

F. Resources

Identify the funding, personnel, and other resources, committed to this project by the project sponsor.

Resources	Allocation and Source	
Funding	Funding Source:	Amount:
Facilities		

Equipment	
Software Tools	
Other	

G. Signatures, if required

The Signatures of the people below document approval of the formal Project Charter. The Project Manager is empowered by this charter to proceed with the project as outlined in the charter.

Position/Title	Signature/Printed Name/Title	Date
Project Sponsor (required)		
Project Manager (required)		
Other Team Members and/or Stakeholders as needed		

Appendix A: Revision History

Name	Date	Summary of Changes	Version

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AGENDA EXAMPLE

ARHA Name of Committee Meeting

Date

Begin and End Time

No.	Agenda Item
I.	Call to Order
II.	Review and Approve Minutes
III.	Discussion Topic
IV.	Discussion topic
V.	New & Old Business
VI.	Adjournment

**Next Meeting:
January 1, 2013
9:00 a.m.**

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TOOLKIT

COMMITTEE MEETING EVALUATION TOOL

Name of Committee Meeting Evaluation Form				
Date	Complete this form before leaving today			
Evaluation Criteria	Excellent 1	Good 2	Fair 3	Poor 4
Were the issues discussed substantive?				
Were the materials provided helpful in understanding or resolving the issues?				
Was the discussion future-oriented?				
How can our next meeting be more productive?				
Based on today's discussion, what should we discuss in the future?				
What was the most valuable contribution to the committee made TODAY for the benefit of your hospital?				