Chapter 9. Meeting Management
Kathy Matzka, CMSC, CPCS

Objectives

Upon completion of this chapter, the reader/learner will be able to:

- Identify types and required functions of committees.
- Develop a process for efficient organization of meetings.
- Explain the importance of documenting appropriate meeting minutes and maintaining them in a confidential manner.
- Explain the basic concept of reengineering and tools to aid in reengineering.

Introduction

It is often difficult and inefficient for a large body of people to perform routine functions in a meeting-type environment. Many required functions of an organization or organized body are carried out by smaller committees that make recommendations to a larger body. Meetings are used to carry out and document many of the functions required by accrediting and regulatory agencies and the organization's policies, rules, regulations and bylaws. This can include documentation of credentialing and recredentialing, risk management, peer review, and quality management/improvement activities. They also are used to evaluate and make recommendations regarding critical processes related to patient care and organizational functions of various departments.

A. **Types of Committees.** Committee structure may vary depending on the function of the committee and regulatory/accreditation requirements.

1. **Standing Committee** is described as follows:

   a. Assigned a set of responsibilities to be fulfilled on an ongoing basis as specified by organizational bylaws or policies or regulatory agencies. Examples of meetings/functions required by regulatory or accrediting agencies include medical executive committee, investigational review board, credentials committee, peer review/investigative panel, and radiation safety committee. Departmental meetings within the structure of a hospital medical staff may also be standing meetings.

   b. Typically meet at a pre-arranged date and time, such as the first Tuesday of each month

2. **Ad-hoc Committee** is described as follows:

   a. Assembled or appointed to perform a specific task or duty assigned by another department/committee

   b. Work independently and report back to larger committee

   c. Disband after task or duty is performed or completed
3. **Task Force** is described as follows:
   a. Usually made up of experts or specialists
   b. Formed for analyzing, investigating, or solving a specific problem
   c. Disband after problem solving completed

4. **Continuous Quality Improvement Team** is described as follows:
   a. Ongoing committee meeting on a regular basis to evaluate specific quality indicators the organization has determined to monitor
   b. Multidisciplinary group made up of all individuals who are responsible for a particular function or service

B. **Required Functions.** Organizations often accomplish regulatory and internal requirements with meetings.

1. **Regulatory agencies and accrediting bodies have specific requirements for committees and documentation of required functions.**
   a. Joint Commission on Accreditation of Healthcare Organizations (JCAHO)
   b. National Committee for Quality Assurance (NCQA)
   d. State regulations for hospitals and managed care organizations may require specific committees. This varies from state to state.
   e. Federal Regulations - Medicare Conditions of Participation

2. **Organizations may have specific needs or processes that are accomplished or monitored by a committee.**
   a. Quality assessment/improvement
   b. Credentialing and recredentialing
   c. Drug/medication use
   d. Medical records documentation
   e. Infection control
   f. Operative and other procedures review
   g. Blood usage/evaluation
   h. Risk management
   i. Utilization review
   j. Evaluation and recommendations (for performance improvement and measurement processes for various departments)
   k. Provider investigative panel (appeals mechanism for provider to request reconsideration of Managed Care Organization's (MCO’s) decision)

C. **Establish Documentation Standards.** Know what needs to be documented and what not to record in meeting minutes.
1. **Rules.** Most bodies have a system of conducting business and rules to govern their proceedings. The organization should adopt a set of rules, known as parliamentary procedures, such as *Roberts Rules of Order, Newly Revised*, or *Sturgis's Standard Code of Parliamentary Procedure* to govern its meetings. (See example Appendix A). The chairman should be familiar with the parliamentary procedure. Provide a copy to committee members, if necessary.

2. **Documentation Policy.** The organization should develop a policy outlining the types of information that should and should not be documented in minutes (see Section H).

D. **Meeting File.** Make a file folder for each meeting. Use this folder to collect items referred to the committee during the period prior to the meeting. Include in this folder:

1. The goals, responsibilities and functions of the committee
2. The names of the members
3. Schedule of meeting dates
5. Items referred to committee

E. **Pre-Meeting Preparations.** Preparation is the key to effective meetings.

1. **Checklist.** Develop a checklist for the meeting that includes all materials required for that meeting (Appendix B).

2. **Facility.** Arrange for a meeting room proportionate in size to the number of attendees - appropriate amount of chairs, refreshments, notepads, pens, etc.

3. **Speaker.** Invite speakers well in advance and discuss purposes and needs.

4. **Audiovisual.** Arrange for audio-visual equipment (slide projector, overhead projector, screen computer generated presentation, blackboard, microphone, podium).

5. **Temperature and Lighting.** Make sure temperature and lighting controls in the meeting room are accessible

6. **Notification of Meeting.** Use the following guidelines:

   a. Distribute *meeting notices/reminders* to attendees *by mail or fax* at least one week in advance.
   b. Include *a return card* (Appendix C). Noting whether or not the member will attend helps in identifying appropriate meeting arrangement needs.
c. If a quorum (the number necessary at a meeting to legally act) is necessary, and responses returned indicate one will not be present, reschedule the meeting.
d. Telephone reminders the day before the meeting can improve attendance.
e. If the meeting is of a standing committee that meets on a regular basis, publish a calendar annually so attendees can arrange schedules well in advance.

F. Agenda. A well-prepared agenda clearly reflects the items to be discussed.

1. Use a Pre-planned Agenda Structure. (Appendix D)
2. Preparation. Prepare well in advance of the meeting (one to two weeks)
3. Include All Items Referred To the Committee.
4. Review Previous Minutes For Items Requiring Follow-Up. List items in need of follow-up even if not to be resolved at the current meeting. This keeps the follow-up of items from becoming "lost" or forgotten.
5. Order. List items of most importance toward the beginning of the agenda, so if members need to leave early, the important issues can be discussed when the greatest number of members is present.
6. Discuss the Agenda In Advance with the Chairperson. Review any studies and items to be presented and be prepared to answer questions that may arise during the meeting. Make the chairperson aware of any controversial issues not on the agenda, of which you have knowledge, which may be brought up at the meeting.
7. Send out necessary items.
   a. Email or mail the materials out in advance to the members so they be reviewed prior to the meeting if they are lengthy (e.g. policy revisions) and they are not of a confidential nature.
   b. Email or mail a copy of the agenda to the members if required by the organization.
8. Records. Place a copy of the agenda and any attachments in the meeting file after the meeting.

G. Role/Responsibilities During Meeting. Be aware of your role during the meeting. Know what is expected of you.

1. Committee Responsibilities. If a description of the goals and functions of the committee exists, have it available at the meeting for reference.
2. **Meeting File.** Take the meeting file (as noted in section D above) to the meeting for reference.

3. **Comfort Level.** Be aware of the comfort level in the room. Adjust lighting and temperature as necessary.

4. **Role.** The role of the organization's support personnel during the meeting differs depending on the organization's culture. It could range from a meeting facilitator directing the flow of the meeting, to a secretary quietly taking minutes and answering only direct questions.

5. **Closed Meetings/Executive Session.** There may be occasions during a meeting when support staff who are not actual members of the committee may be asked to leave so that sensitive matters can be discussed confidentially. If this happens, support staff and non-voting or "ex-officio" members may be asked to leave the room. If aware prior to the meeting that this may occur, clarify support staff roles (stay or leave) with the chairperson in advance, and prepare an appropriate place for support staff to assemble if they will be called back into the meeting.

6. **Thank members.** After the meeting is concluded, thank the chairman and members for their time and contributions.

**H. Meeting Minutes.** Minutes record conclusions, recommendations made and action taken. The detail of documentation necessary depends on the function of the body. (See Documentation section for samples of meeting minutes.)

1. **Accomplishments.** Minutes accomplish important functions including:
   a. Providing a record of decisions for future reference. This can be helpful in helping people to "remember" what happened.
   b. Providing legal protection for the agency and committee members performing good faith peer review within an approved process
   c. Providing a way of following up with an issue or topic
   d. Informing those not in attendance what occurred at the meeting
   e. Documenting that organizational functions required by regulatory/accrediting agencies are being carried out

2. **Documentation.** What to document in minutes depends on requirements of the organization and the functions of the committee and may include the following:
   a. Name of the body
   b. Date, time, and place of meeting
   c. Whether it was a regular or special meeting (if a special meeting, the reason called)
   d. Time meeting was called to order and by whom
e. Names of members and guests in attendance, absent, excused and whether a quorum was present
g. Each item noted on the agenda and decisions/recommendations made and action taken regarding the issue
h. Motions made, name of the mover, the vote if required, names of members recusing themselves from the vote
i. Reports from sub-committees and action taken on these reports
j. Follow-up of items from previous meetings
k. For credentialing and privileging issues, the minutes should document careful consideration of the application of each applicant and a decision regarding current clinical competency

3. Minutes should not document:
   a. Discussions, arguments, debates, personal comments
   b. Rejected or withdrawn motions (motions not considered due to not being seconded, or motions withdrawn by the member who states the motion)

4. When taking and preparing minutes:
   a. Use a notepad, or prepare an outline using the agenda. To prepare an outline, copy the file with the agenda to a new file or to a new page at the end of the agenda file. Add spaces after each item for notes. Include space for any additional items requiring documentation that may not on appear on the agenda, such as, members present/absent/excused, place and time of the meeting, the number of members required for a quorum. Some find that taking minutes on a laptop saves time.
   b. Tape recording meeting for the purpose of producing minutes has advantages and disadvantages. If minutes are tape recorded, a policy should be adopted where tapes are erased after the minutes are transcribed and approved. The actual tape recording may not be protected under peer review statutes. Recording minutes allows the person responsible for documenting the minutes to better participate in the discussion without the distraction of taking notes. It provides an accurate account to refer to when writing minutes. On the other hand, tape recording may make participants uneasy about expressing feelings or ideas if they know they are being recorded.
   c. Transcribing minutes in a timely fashion helps with accuracy. If there are a large number of meetings or if lengthy minutes are being transcribed consider and evaluate the purchase of voice dictation software.
   d. After minutes are transcribed, print in draft form (double-spaced) for the chairperson's review and comments. If you are documenting the results of
a study or project that was presented by someone reporting to the committee, allow that person to review that portion of the minutes for accuracy.

e. After all comments are received, print a final copy of the minutes (single-spaced) for signature of authenticating person (usually chairperson or secretary). Destroy all drafts.

f. The type of paper on which minutes are printed may vary by organizational preference. If minutes are to be taken out and referred to frequently, a heavier paper should be used. If this is the case, average weight paper can be used for the draft copies.

g. Refer items from the minutes requiring follow-up to appropriate persons. Put them on a to-do list or in a follow-up file. If a referral is made to another committee, place a copy of the minutes and any supporting documentation in the file for that meeting.

h. If minutes need to be approved by, or reported to, another committee, place a copy of the minutes in the folder for that committee's meeting.

5. **When making corrections:**

   a. Errors should be corrected at the next meeting after the error is discovered and documented in the minutes from this meeting
   
   b. Errors should be stricken through and a notation made in the margin documenting at which meeting the change was made
   
   c. If the error is too big to change in the original copy, make a notation as to where the change can be found
   
   d. Do not completely obliterate the changed item - strike through so that it can be read

6. **Storing minutes.** Minutes can be stored in any manner that protects their confidentiality and makes them easily accessible to those who require use of them. They can be placed by meeting name in individual folders or binders or all minutes from all committee meetings held in a certain period of time (such as one year) can be stored in a large binder divided by tabs listing the name of the committee.

7. **Archiving minutes.** Minutes can be archived by scanning and saving on a computer hard drive, compact disk or jump drive. A back up copy should be maintained in a different location for protection against loss. For instance, store in a fireproof box in a different area of the facility.

8. **Retention.** Record retention requirements vary from state to state. Check appropriate state requirements. State medical societies may provide guidelines for record retention.
H. Maintaining Confidentiality. If minutes are of a confidential nature, steps must be taken to insure this confidentiality.

1. **Policy.** Adopt policy stipulating whom has access to minutes and under what circumstances. Most states have statutes protecting peer review activities from discovery, but the scope of this protection varies by state. It is important to be familiar with the appropriate state statutes (see Appendix E for sample confidentiality policy language).

2. **Limited Immunity.** The Healthcare Quality Improvement Act (HCQIA) of 1986 provides limited immunity from legal action for physicians who enter into good faith peer review. This immunity applies to monetary damages. The HCQIA does not protect health care entities or physicians from being sued. In *Pagano v. Oroville Hospital*, 145 F.R.D. 683 (E.D. Cal 1993), a California federal court ruled that a physician suing the hospital for federal antitrust damages after it terminated his privileges was entitled to discovery of peer review records. The court ordered the hospital to produce the committee records, as the information was deemed essential to the plaintiff’s claims.

Remember that what is documented may be required to be produced in litigation.

J. Documenting Attendance. If meeting attendance is mandatory, it is important that accurate records be kept. Even if meeting attendance is not mandatory, an organization may wish track meeting attendance to ascertain involvement in required functions. Tracking can be accomplished manually or by computer.

1. **Manual tracking.** Attach the sign-in sheets to the agenda packet for the meeting. Meeting attendance can be copied from the sign-in sheets to a ledger for easy reference and tallying.

2. **Computer tracking.** Many credentialing software packages come with a system for tracking meeting attendance. Often, these programs have the capability of calculating the number of meetings and the percentage attended/excused/absent. This can also be tracked with a spreadsheet, database, or a table in word processing software using simple formulas.

K. Setting-up a New Meeting. Occasionally the recommendations of a committee call for the appointment of an ad hoc committee or task force to solve a particular problem or make recommendations regarding a specific issue. Finding and scheduling a time that will work for everyone is often the most difficult step.

1. **Determine the participants.** Participants may be appointed by the committee or department chair.

2. **Determine the time frame for completion of the project.**
3. Determine potential meeting dates.
   a. Ask the ad hoc committee chair to provide potential dates that will work for his/her schedule. Get several dates to work around.
   b. Make sure there are no conflicts with these dates.
   c. Contact the members of the committee to determine availability for the potential dates provided by the chairman. This can be done by phone, mail or fax depending on the urgency of the meeting. (See Appendix F for sample meeting date availability form)

4. After all members respond with availability:
   a. contact chairman to confirm date
   b. confirm date with all members by phone, mail or fax

L. Medical Staff Participation. Getting a voluntary medical staff involved can be challenging.
To improve participation, survey the medical staff on an annual or biannual basis to see which committee they have an interest in. This can be accomplished with reappointment. Send a list of all committees with the projected dates and times for the next year. Ask the physician to document preference for committee assignment with a 1, 2, or 3 (one being first choice, two being second choice, etc.) Make an effort to assign the physician to the committee requested.

L. Reengineering. Reengineering is reworking and redesigning to improve a process. This includes eliminating those activities or structures that impede a process from operating at full efficiency.

1. Ways to reengineer:
   a. Reduce the frequency of department and committee meetings. If language exists in organizational manuals regarding how frequently meetings are held, delete this unless it is required by a regulatory agency or accrediting body.
   b. Delete committees or departments that do not have important functions or critical processes. If a committee has only one or two important functions, assign these functions to another committee or the MEC.
   c. Integrate or combine tasks of various committees/departments.
   d. Change committee structure. If the organization's policies list a number of different specialties or ancillary personnel to be represented or to attend a committee, determine if a need really exists for these specialties or ancillary staff to be in attendance.
   e. Delete quorum and meeting attendance requirements.
2. **Reasons to reengineer:**
   
a. *Less time spent in meetings* by both physicians and ancillary staff.
b. *More time to spend in preparation of more productive meetings* and on functions related to the improvement of the quality of patient care.
c. *It results in a streamlined organizational structure* that is easier to understand, less cumbersome, and includes only those who want to participate.
d. *Reduction in the number of meetings results in money* saved for the physicians and organization.

3. **Evaluate processes.** Reengineering requires evaluation of the current functions and processes. This is accomplished by:
   
a. *Defining the important functions and critical processes* of the medical staff and determining how to perform these functions with fewer resources/time spent (See Appendix G for sample Physician Evaluation Questionnaire).
b. *Evaluating the time spent in meetings versus the accomplishments* of the committee (see Appendix H for sample Cost Evaluation Form for Medical Staff Meetings).
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SUGGESTED READINGS

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GLOSSARY

BLOOD USAGE MEASUREMENT
An activity that entails measuring, assessing, and improving the ordering, distributing, handling, dispensing, administering, and monitoring of blood and blood components.

CREDENTIALING
The process of obtaining, verifying, and assessing the qualifications of a health care practitioner to provide patient care services in or for a health care organization.

INFECTION CONTROL PROGRAM OR PROCESS
An organization-wide program or process, including policies and procedures, for the surveillance, prevention, and control of infection.

MEDICAL RECORD REVIEW
The process of measuring, assessing, and improving the quality of medical record documentation—that is, the degree to which medical record documentation is accurate, complete, and performed in a timely manner. This process is carried out with the cooperation of relevant departments or services.

MEDICATION-USE MEASUREMENT
The measurement, assessment, and improvement of the prescribing or ordering, preparing and dispensing, administering, and monitoring of medications.

OPERATIVE AND OTHER PROCEDURES
Includes operative, other invasive, and noninvasive procedures such as radiotherapy, hyperbaric treatment, CAT scan, and MRI, that place the patient at risk. The focus is on procedures and is not meant to include medications that place the patient at risk.

PERFORMANCE IMPROVEMENT
The continuous study and adaptation of a health care organization’s functions and processes to increase the probability of achieving desired outcomes and to better meet the needs of individuals and other users of services. This is the third segment of a performance measurement, assessment, and improvement system.

PEER REVIEW
Evaluation of the clinical work or behavior of an individual by another individual or group of individuals with like credentials whose training and/or skills are similar. For example, physician to physician, podiatrist to podiatrist, dentist to dentist.

PERFORMANCE MEASURE
A quantitative tool (for example, rate, ratio, index, percentage) that provides an indication of an organization’s performance in relation to a specified process or outcome.

RISK MANAGEMENT ACTIVITIES
Clinical and administrative activities that organizations undertake to identify, evaluate, and reduce the risk of injury to patients, staff, and visitors and the risk of loss to the organization itself.

UTILIZATION MANAGEMENT
The examination and evaluation of the appropriateness of the utilization of an organization’s resources. Also referred to as utilization review.

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Parliamentary Procedure is an established and systematic body of principles, motions, and practices used by deliberative assemblies to govern the conduct of their business. First applied in the early English Parliament and developed over ensuring centuries, the procedure enables and organization to accomplish its purpose in a manner that is efficient, fair, and in accordance with democratic traditions. To do so the organization will usually designate a specific manual, such as ROBERT'S RULES OF ORDER or Sturgis's Standard Code of Parliamentary Procedure, as its authority on parliamentary procedure.

1. Principles of Deliberation - Parliamentary procedures are based on a number of principles: full and fair discussion and debate, orderliness and decorum, majority rule, protection of minority rights, and conservation of time.

1.1 Full and Fair Discussion - Responsible group action in a democratic society requires full discussion of important issues by all interested members. To ensure observance of this principal, parliamentary procedure distinguishes between motions that are amendable and debatable, and those that are not. For example, both a proposed main motion and a proposed amendment to it are debatable. A motion on the table, however that is, to suspend business temporarily is not, because debate would defeat its parliamentary purpose.

To ensure fairness in debate, standard procedure requires that speakers on opposing sides of a question be recognized alternately, that discussion of personalities or motives be avoided, and that points of order, parliamentary inquiries, and request for information be promptly resolved. Proposals aimed at limiting discussion, such as motions to close debate—most commonly, "to move the previous question"—traditionally require a two-thirds majority vote for approval.

1.2 Orderliness and Decorum - Because unrestrained discussion would lead to chaos, order lines are of prime importance in the conduct of meetings. It is achieved by the general practices of permitting only one subject and one speaker to be in order at a time. More specifically, the rule states that only one main motion may be considered at a time. A main motion may be set aside temporarily, but until it is disposed of—referred to committee, postponed, tabled or approval or disapproved by the assembly—it is a pending question, and no other principal question can be taken up. The principle is further implemented by the requirement that speakers address themselves to the subject under discussion and not stray from it. In the interests of order, parliamentary procedure also defines which do not. A member who wishes to object to consideration of a question or raise a point of order may interrupt through intervention of the chair, because to deny interruption defeats the purpose of the motion. A member who wishes to propose a recess, however, may not interrupt. The conventional standard of conduct is the members do not randomly interrupt. The conventional standard of conduct is the members do not randomly interrupt speakers or engage in dialogues with them without permission of the chair. All members wishing to address the assembly must be recognized by the chair and assigned the floor.

1.3 Majority Rule - The traditional rule observed in parliamentary procedure is that the majority of members of an organization are empowered to make decisions binding on all. Usually, a majority means a simple majority of one-half the member plus one, or plurality of the members voting. Some proposals, however, such as those dealing with constitutional revisions, closing of debate, or suspension of rules, requires an extraordinary major (such as two-thirds vote).
1.4 Protection of Minority Rights - Democratic values are reflected not only in majority rule, but also in the principle of protecting minority rights. In parliamentary procedure the views of each individual member of a group are respected. This involves the procedure of hearing minority reports of members who disagree with the report of a committee on which they serve. It also empowers a minority of one-third plus one to defeat motions to limit or close debate, to suspend a rule, or to amend a constitutional provision.

1.5 Conservation of Time - For an organization to carry out its purpose, it must make the best possible use of time. For this reason most proposals submitted to an assembly must support by at least two members, that is, that motions must be seconded and can be lost for lack of a second. Without impinging on individual rights, deliberative bodies have the obligation to deal firmly with irrelevant and frivolous discussion.

2. Main Motion - All deliberative proceedings are instituted by motions, which are classified as either main or secondary. (Different sources have various ways of arranging and naming these motions.) Main motions involve substantive proposals for consideration and action. To make a motion of any kind a member rises and addresses the chair to request recognition, and, on being recognized, states the motion. The chair determines whether it requires a second. The chair then states the motion and either invites discussion or debate, or, if no debate is required, asks for an immediate vote by the assembly. Main motions are those by which an organization establishes its polices and sets its course of action. These motions therefore should be carefully prepared, usually in written form. They should be clear, precise, and unambiguous, and spell out what is to be done, by whom, and when. Only one main motion is in order at a time. It yields to all secondary motions, but to no other main motion, expect by action of the assembly.

3. Secondary Motions - Secondary motions facilitate the discussion of main motions. Secondary motions are divided into privileged, subsidiary, incidental, and recall motions. Privileged and subsidiary motions are subordinate motions are divided into privileged, subsidiary, incidental, and recall motions. Privileged and subsidiary motions are numbered 1 to 12 to show their parliamentary priority (lowest number has highest priority). Incidental and recall motions have no numerical priority but take precedence over main, privileged, and subsidiary motions.

3.1 Privileged Motions - Privileged motions are used to set aside pending business in order to give immediate consideration to various matters deemed important to the whole assembly. They take precedence over pending main and subsidiary motions and are not debatable except in one instance. Privileged motions, in their order of parliamentary priority are:

1. Motion to Fix Time for an Adjourned Meeting. This motion is used to propose the time and place of the next meeting when there is pending unfinished business that should be acted on the assembly before the next scheduled session. To make the motion, the speaker says "I move that the next meeting of this body be held at (specified time and place)." The motion may not interrupt a speaker or a vote in progress; it requires a second; and it may be amended in terms of time or place but not debated. A majority vote is required for approval.

2. Motion to Adjourn. This motion, stated as "I move this body adjourns", is used to terminate a meeting. It requires a second, may not be amended or debated, and may not interrupt a speaker or a vote in progress.

3. Motion to Recess - Stated as "I move a (duration specified) recess," this motion is used to propose a brief suspension of ongoing business. It is not debatable, expect in the matter
of the time specified, and it may be amended in this regard. The motion may not interrupt a speaker and requires a second. A majority vote is required for approval.

4. Motion to Raise a Question of Right or Privilege - Stated as "I rise on a point (or question) of privilege," this motion is used to call attention to urgent matters affecting the rights or welfare of members, such as poor ventilation in the assembly hall. The motion may interrupt a speaker, requires no second, and may not be amended or debated. It is usually ruled on by the chair and no vote is needed.

5. Motion to Call for an Order of the Day. This motion, stated as "I call for order of the day," is used to call attention to a departure from the established order of business and to request a return to it. The motion may interrupt a speaker, requires no second, and cannot be amended. A two-vote against the call is required to defeat it.

3.2 Subsidiary Motions - Subsidiary Motions apply directly to pending main motions and to lower-ranking subsidiary motions attached to it by previous assembly action. They are used either to regulate the discussion and interim disposition of a main motion, or to modify and test acceptance of its substance. They yield to all privileged motions and include, in order of parliamentary priority.

1. Motion to Lay on the Table. This motion, presented as "I move the motion be tabled," is to propose immediate suspension of consideration of a pending main motion and attached subsidiary motions. It may not interrupt a speaker, requires a second, and is neither debatable nor amendable. Majority vote is required for approval. Consideration of a tabled motion is resumed when it is removed from the table by common consent or majority vote. If not removed by the end of the next regular meeting, it must be reintroduced as a new main motion.

2. Motion to Close Debate. Stated as "I move the discussion (or debate) be closed." (Not "I move the previous question"), this motion may not interrupt the speaker, requires a second, and its neither debatable nor amendable. A two-thirds majority vote is required for approval.

3. Motion to Limit of Extend Debate. This motion, stated as "I move that the debate be limited (or extended), as follows," is used to propose setting a time limit for all discussions of a pending motion, or limiting or extending the time permitted each speaker. The motion may not interrupt a speaker, requires a second, and is not debatable, although it can be amended in regard to the time limits proposed. Approval requires a two-thirds majority vote.

4. Motion to Postpone to a Definite Time. This motion presented as "I move to postpone action on the motion until (time or event specified), affects a pending main motion and attached subsidiary motions. The motion may not interrupt a speaker, requires a second, may be amending, and is debatable as to the time of postponement. A majority vote is required for approval. If a motion is made for a special order requiring that the main motion be discussed at a specific time, a two-thirds majority is required.

5. Motion to Refer to Committee. Also known as a motion to commit and stated as "I move to refer the motion to committee," this motion transfers a pending main motion from the floor to committee. The motion may not interrupt a speaker, requires a second, and may
be amended. The advisability of referring the question to committee is debatable, but the
question itself is not. Approval requires a majority vote.

6. Motion to Amend. This motion is stated as "I move to amend the motion by," and is used
to propose modification of the language or sustenance of pending main motions attached
to it. The amendment must be germane to the substance of the main motion and may not
introduce new, unrelated matters or alter the sense of the main motion so that it acquires a
meaning opposite to that intended. A proposed amendment is also out of order if it is
equivalent to one previously acted on by the assembly. As an extraordinary measure a
substitute motion may be used to propose complete modification of the language and
substance of a pending main motion. A substitute motion is subject-unless the original
mover and a second accept it-to all the requirements of an ordinary motion to amend,
requires a second, and is debatable if the motion to which it applies is. It may be
amended, but only one pending amendment to an amendment is in order. Majority vote is
required for approval.

7. Motion to Postpone Indefinitely. Stated as "I move to postpone the motion is used to
propose a test vote on a pending main motion. If the proposal is approved, the main
motion is fully disposed of, unless revived by a motion to rescind or reconsider. The
motion to postpone may not interrupt a speaker, requires a second, and may not be
amended. It is debatable, and debate may be on the merits of the main motion. A majority
vote is required for approval.

3.3 Incidental Motions Incidental Motions are used to resolve particular questions that arise in
connection with the assembly's conduct of business. Several of them are informal requests and are
acted on by chair, in most cases without assembly. Incidental motions take priority over main
motions. There is no order of priority within the group. Incidental motions include:

(a) Objection to Considerations stated as "I object to consideration," this is used by a member to
oppose bringing up a particular matter for discussion. The objection is not in order if discussion
has begun. It may interrupt a speaker, requires recognition from the chair, needs no second, and is
neither amendable nor debatable. A two-thirds majority vote against consideration is required to
sustain it.

(b) Point of Order. A member to call attention to a violation of accepted rules and procedures of
the assembly raises this motion. It is stated as "I rise on a point of order," and may interrupt a
speaker. It does not require a second and it’s neither amendable nor debatable. A ruling is usually
made by the chair, which can submit the question to the assembly for a vote.

(c) Request for Information. Stated as "I rise to request information," this is used by a member to
obtain facts need in order to participate responsibly in the ongoing deliberation. The request may
interrupt a speaker, does not require a second, and is neither amendable not debatable. No vote is
needed.

(d) Parliamentary Inquiry. Stated as "I rise to make a parliamentary inquiry," this requests
clarification of the parliamentary situation-for instance, to ask whether an impending vote is to be
on a main motion or amendment. The inquiry may interrupt a speaker, requires no second, and is
neither amendable nor debatable. No vote is required.

(e) Request to Withdraw a Motion. This is made when a member desires to withdraw a motion.
The request may not interrupt a speaker! If there is no objection from the seconded of the motion,
it needs no second and requires no vote. However, if the chair has stated the motion, then the
motion has become the property of the assembly, and the request requires a second, and a
majority vote for approval. It is neither amendable nor debatable.

(f) Motion to Determine Manner of Voting. This is stated as "I move that on the motion
(specified), the method of voting shall be (specified)." The motion may not interrupt a speaker,
requires a second, and may be amended. It is not debatable. A majority vote is required for
approval.

(g) Request for Division of a Question. Stated as "I request division of the question," this made
when a motion about to be voted on has distinct parts and a member wants to vote on the parts
separately. The request may not interrupt a speaker. It does not require a second and may be
amended as the nature of the division. It is not, however, debatable. No vote is required unless
there is objection to the division, in which case a majority vote is required for approval.

(h) Request for Division of the Assembly. This is a request for a second vote. Stated as "I request
division of the assembly," or simply "Division," it is made in the belief that the chair was
mistaken in its report on the first vote. The request may not interrupt a speaker. It does not require
a second, is neither amendable nor debatable, and needs to vote.

(i) Appeal of a Ruling from the Chair. A member who believes that the chair is in error and its
ruling conflicts with accepted procedures or violates the member’s rights makes this. Made as "I
appeal the ruling of the Chair," the appeal is debatable. It is not debatable if it raises a question
pertaining to decorum on priority of motions. A majority vote averse to the chair's ruling is
required to overturn it.

(j) Motion to Suspend a Rule. Stated as "I move to suspend the rule and take up (stated
business)," this motion is used when a proposed action would violate the rule of order usually
followed by the assembly in conducting its business. The motion may not interrupt a speaker,
requires a second, and is neither amendable nor debatable. A two-thirds majority vote is required
for approval.

3.4 Recall Motions Recall motions are used to permit the assembly to correct inadvertent errors in
the passage of measures, to reexamine its actions on proposals, and in extreme cases to reverse
them. The motions are:

1. Motion to Reconsider. Stated action on the motion (specified) be reconsidered this
proposal is out of order if the action already taken is irrevocable. It must be made during
the same meeting in which the action was taken or before the session adjourns. The
motion may interrupt a speaker, requires second, and debated if the original motion is
debatable, and debate may be on the merits of the original motion. A majority vote is
required for approval.

2. Motion to Rescind. This motion is used to cancel and strike from the record in whole or
in part an action previously taken. No time limit is given for making the motion, but it is
out of order if the action taken is irrevocable. Stated as "I move to rescind (action
specified)", the motion may not interrupt a speaker, requires a second, and is debatable
and amendable. A two-thirds majority vote is required for approval; if prior notice of
intent to make the motion has been given, a simple majority is sufficient.

Parliamentary Procedures Reference Guide reprinted courtesy of
Shelton Jaycees, P.O. Box 2334, Shelton, CT 06484
## APPENDIX B
### MEETING CHECKLIST

- [ ] meeting room reserved
- [ ] refreshments ordered
- [ ] speakers invited
- [ ] speakers needs addressed (audiovisual equipment, etc.)

### Audio-visual equipment ordered
- [ ] slide projector
- [ ] overhead projector
- [ ] screen
- [ ] computer and projector
- [ ] blackboard
- [ ] microphone(s)
- [ ] podium

- [ ] meeting notices sent
- [ ] phone call/fax reminders to members

### Agenda
- [ ] prepared by _____/___/_____
- [ ] discussed with chairperson
- [ ] copies for members (#_______)

- [ ] sign-in sheet prepared

Other

---
---
---
---
APPENDIX C
MEETING NOTICE

TO: MEMBERS, CREDENTIALS COMMITTEE

FROM: MEDICAL STAFF OFFICE

SUBJECT: NEXT MEETING

The next meeting of the Credentials Committee will be held on _______ at _______ a.m. in the Physician's Conference Room.

Please complete and return the section below by mail or fax noting whether or not you can attend this meeting.

----------------------------------------------------------------------
MAIL IN ENCLOSED ENVELOPE OR FAX TO (222) 222-2222

☐ I will attend the Credentials Committee meeting on (date).

☐ I am unable to attend the Credentials Committee meeting on (date).

________________________________________
Name of committee member

Appendix C
APPENDIX D
MEDICINE DEPARTMENT AGENDA
DATE________

1. Call to Order - Tom Jones, M.D., Chairman

2. Approval of Minutes from ___/___/___ Meeting - Attachment A

3. Quality Assessment/Improvement Report - Dr. Jones

4. Business
   A. Infection Control Committee Recommendations Regarding Antibiotic Utilization - Dr. Ed Smith, Infectious Disease Officer
   B. Recommended Change in Requirements for Emergency Room Call for Unassigned Patients - Dr. Jones
   C. Recommendation for Continuing Education Conference for Bioterrorism - Dr. Jones
   D. Other Items

5. Adjournment
APPENDIX E
SAMPLE CONFIDENTIALITY POLICY REGARDING RECORDS
OF MEDICAL STAFF COMMITTEES AND DEPARTMENTS

1. Minutes and related documents and reports of Medical Staff Committees and Departments shall be maintained in an orderly and accessible fashion in the Medical Staff Office.

2. Information contained in the minutes shall include the name of the body that is meeting, date of meeting, type of meeting (special or regular), notation as to when the meeting was called to order and by whom, notation as to approval and/or correction of minutes of previous meeting, recommendations made and action taken. Committee minutes will contain the names of members present.

3. If meetings are tape-recorded (or otherwise mechanically or electronically preserved) or notes are taken, such tape or notes shall be destroyed immediately after the official minutes are prepared, unless specifically directed otherwise by the Medical Director.

4. Minutes and reports of committees or departments shall be maintained in an especially confidential manner when they pertain to credentialing, quality assessment and/or peer review matters.

ACCESS

A. REQUESTS FOR ACCESS

1. All requests for access to records of Medical Staff Committees and Departments shall be presented to the Medical Director or his staff.

2. Unless otherwise stated, an individual permitted access under this section shall be afforded a reasonable opportunity to inspect the records requested, and to make notes regarding them, in the presence of the Medical Director's Office staff. In no case shall an individual remove the records (or any portion thereof) from the Medical Director's Office, or make copies of them, without the express permission of the Medical Director.

B. ACCESS BY INDIVIDUALS PERFORMING OFFICIAL HOSPITAL OR MEDICAL STAFF FUNCTIONS

The following individuals shall be permitted access to Committee and Department meeting minutes, reports, and quality assessment activities to the extent described:

(a) Department Chairmen shall have access to all Medical Staff records relating to the activities of their respective Departments including meeting minutes, reports, and quality assessment activities of the Department as a whole and of individual practitioners whose qualifications or performance are being reviewed.

(b) Committee and Department members shall have access to the minutes, related documents and reports of meetings of Committees and/or Departments to which they are assigned.

(c) The Medical Director's Office staff, the Hospital's President, Board of Directors, the Quality Improvement Department's Staff and the Hospital's Legal Counsel shall have access to Department and Committee minutes, reports, and quality assessment activities as needed to fulfill their respective responsibilities.

(d) All other requests for Medical Staff records (or portions thereof) shall be reviewed by the Medical Director, the Hospital President, or their authorized designees. The release of any information may be conditioned upon approval of the Medical Staff Executive Committee or Board of Directors.
Sample Meeting Date Availability Form

DATE____________________

TO: MEMBERS, ______________ AD HOC COMMITTEE

FROM: MEDICAL STAFF OFFICE

SUBJECT: POTENTIAL MEETING DATES

________ has appointed you to serve on the ________________ committee. The table below contains several potential dates for this meeting. Please mark the box below the date if you are available on that date and time. The meeting date will be determined based on the responses received by the members. Thank you for serving on this committee. If you have any questions, please feel free to call (222) 222-2223.

Please mark the box below the date if you are available on that date and time.

MAIL IN ENCLOSED ENVELOPE OR FAX TO (222) 222-2222

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
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<tbody>
<tr>
<td>Monday, Aug. 2</td>
<td>7:30 a.m.</td>
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<tr>
<td>Tuesday, Aug. 3</td>
<td>7:30 a.m.</td>
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<td>Wednesday, Aug. 11</td>
<td>8:00 a.m.</td>
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<td>Thursday, Aug. 12</td>
<td>7:30 a.m.</td>
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<td>Monday, Aug. 16</td>
<td>7:30 a.m.</td>
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<tr>
<td>Friday, Aug. 27</td>
<td>8:00 a.m.</td>
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Appendix E
APPENDIX G
Physician Evaluation Questionnaire

Please assist the Medical Staff Executive Committee in evaluating the functions of the Medical Staff by indicating your opinion regarding the importance of each of the following committees/functions:

<table>
<thead>
<tr>
<th>FUNCTION</th>
<th>Very beneficial</th>
<th>Somewhat Beneficial</th>
<th>Of No Benefit</th>
<th>Unable to Evaluate</th>
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</thead>
<tbody>
<tr>
<td>Patient care committee</td>
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<td>Quality assessment/improvement</td>
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<td>Credentialing/recredentialing</td>
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<td>Medical records review</td>
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<td>Surgical case review</td>
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<td>Blood usage review</td>
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<tr>
<td>Drug usage review</td>
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<tr>
<td>Mandatory department meetings</td>
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<tr>
<td>General staff meetings</td>
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<td>Critical care committee</td>
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<td>Institutional review board</td>
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<td>Radiation safety committee</td>
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<tr>
<td>Safety committee</td>
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<tr>
<td>Infection control committee</td>
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<td>Pharmacy and Therapeutics committee</td>
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</table>

Please answer the following questions with a ranking of 1-5

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly agree</th>
<th>Strongly disagree</th>
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<tbody>
<tr>
<td>The medical staff has too many committees.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>I think meeting attendance should be mandatory.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>I would like to see the staff structure simplified and the number of staff meetings reduced.</td>
<td>1 2 3 4 5</td>
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<tr>
<td>The MEC is an effective tool for presenting the Medical Staff's recommendations to hospital administration.</td>
<td>1 2 3 4 5</td>
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Please make any other comments or observations you believe may be of assistance to the MEC in evaluating the effectiveness of the Medical Staff's structure.

_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
_____________________________________________________________________

Appendix G
# APPENDIX H

## COST ANALYSIS FOR MEDICAL STAFF MEETINGS

<table>
<thead>
<tr>
<th>Name of Department/Committee</th>
<th>Number of Meetings per year</th>
<th>Average Number of Physicians attending</th>
<th>Average Number of Ancillary Staff attending</th>
<th>Average Hours Spent by MSO in Meeting Management</th>
<th>Average time spent at meeting</th>
<th>Average Cost of refreshments</th>
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<tbody>
<tr>
<td>General Staff meeting</td>
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<td><strong>DEPARTMENTS</strong></td>
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<td><strong>COMMITTEES</strong></td>
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<td><strong>TOTALS</strong></td>
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### Administrative Costs:
Average # of ancillary staff in attendance _______ X Hours spent _______ X $30 = $_______

### Medical Staff Opportunity Cost:
Average # of physicians in attendance _______ X Hours spent _______ X $125 = $_______

*Meeting Management Costs:* (Includes monthly meeting calendar, notices, phone calls, scheduling rooms and audiovisual equipment, agenda planning and preparation of materials, minutes, follow-up.

Number of meetings _____ X Hours spent _____ X MSO Hourly Salaries ______ = $_______

### TOTAL ANNUAL COST OF MEETINGS

$_______

(The formulas above can also be used to determine costs for individual meetings.)

Appendix H