Affiliate Leader Guide 2014

AMERICAN COLLEGE of NURSE-MIDWIVES

With women, for a lifetime®

Contents

Welcome

Welcome to Affiliate Leadership! You have shown your commitment to the American College of Nurse-Midwives and the profession of midwifery by volunteering for this important role.

About ACNM

The American College of Nurse-Midwives (ACNM) is the professional association that represents certified nurse-midwives (CNMs) and certified midwives (CMs) in the United States. With roots dating to 1929, ACNM sets the standard for excellence in midwifery education and practice in the United States and strengthens the capacity of midwives in developing countries.

ACNM strives to achieve its vision and mission, while staying true to its core values.

The **vision** of ACNM is to advance the health and well-being of women and newborns by setting the standard for midwifery excellence.

The **mission** of ACNM is to establish midwifery as the standard of care for women by leading the profession through education, clinical practice, research, and advocacy.

The **core values** of ACNM include the following:

Excellence
ACNM values excellence in midwifery education, clinical practice, and research. We are committed to upholding the highest clinical and ethical standards, professional responsibility, accountability, and integrity.

Evidence-Based Care
ACNM evaluates, publishes, and showcases scientific evidence to improve professional practice. We are committed to upholding the most rigorous clinical practice standards in the midwifery profession and applying this knowledge and clinical expertise to help women make the best health decisions. We strongly support the use of quality measurement to improve care.

Formal Education
ACNM promotes certification of midwives based on completion of nationally recognized, accredited midwifery education programs in accordance with the International Confederation of Midwives global standards for education. We support interprofessional

education of midwives with other health professionals to improve maternity care and women's health services.

Inclusiveness
ACNM celebrates and supports a diverse midwifery profession. ACNM embraces those prepared dually in nursing and midwifery and those prepared directly in midwifery.

Woman-Centered Care
The woman is at the core of our practice. ACNM and its members respect the events in a woman's life cycle. We approach these events, such as puberty, birth, and menopause, as physiologic transitions that are best supported by education and midwifery expertise.

Primary Care
ACNM members provide primary and maternity care services to help women of all ages and their newborns attain, regain, and maintain health. We emphasize health promotion and education, disease prevention, and informed decision making.

Partnership
Our members build partnerships with women and their families by listening and providing information, guidance, and counseling in a shared decision-making process. We partner with other members of the health care team through collaboration and referral to provide optimal care and to advance the integration of midwifery care into the health care system.

Advocacy
ACNM amplifies women's voices on health issues. We advocate on behalf of women and families, our members, and the midwifery profession to eliminate health disparities and increase access to evidence-based, quality care. This includes the promotion of standards for entry to practice and continuing competency, funding for education and reimbursement for services, and increasing the visibility and recognition of the value of midwifery care.

Global Outreach
ACNM promotes the profession of midwifery globally. We foster quality and innovation in midwifery education and support the strengthening of the profession worldwide through education, regulation, and association-building as keys to improving maternal and newborn health.

ACNM is currently re-evaluating the current strategic goal framework throughout 2014 to set the organizational direction for the next 5 years. However, the Mission, Vision and Core Values will not change.

Role of the Affiliates

The affiliates improve the ability ACNM as a whole to reach its goal of having the strongest possible network to enhance midwifery practice, women's health, and maternity care. The affiliates provide a greater opportunity for effective state-level initiatives, including educational programs, legislation and regulations favorable to midwifery practice, networking opportunities, public relations campaigns, and other events.

Affiliates provide opportunities to improve the way ACNM members work together within states, between states, and with the national office while supporting the mission and vision of ACNM.

This *Affiliate Leader Guide* has been created to provide you with the information, tools, and resources necessary to do the important job of leading an affiliate.

OFFICERS OF THE AFFILIATE

Board Officers

Your affiliate bylaws will outline the officer positions and the tasks assigned to each position. Most affiliates have the positions of President, Vice President, Secretary, or Treasurer. That is not to say an affiliate cannot have more or different officer positions. Often, the job descriptions in the bylaws are generic and can leave a person wondering what is really expected of the officer position. Sample job descriptions with how-to information about each position can be found here. These descriptions can be expanded to be more descriptive for your affiliate. Consider referencing these when seeking people to run for office. People are more inclined to commit to a volunteer position if they know what is expected of them and that they will have the tools and resources to be successful.

Please note, these job descriptions were taken from the sample bylaws provided to each affiliate as they were formed. Please be sure to check your individual bylaws for exact job descriptions.

President
Vice President
Secretary
Treasurer

When there is a change in officers, please notify the national office by submitting the ACNM Affiliate Officer Notification Form to the Affiliate Relations Manager.

Affiliate Policies

The IRS Form 990 (the annual non-profit tax return) requires that non-profit organizations have specific policies in place, and ACNM and the affiliates have complied with this requirement. Each leader should read the policies, sign the **Policy Acknowledgement Form**, and file the forms with the affiliate secretary annually. All affiliates should have a copy of the following affiliate-specific documents:

Policies

- Authorization Spokesperson
- Confidentiality Agreement
- Conflict of Interest Form
- Document Retention Policy
- Gift Acceptance Policy
- Intellectual Property Policy
- Leadership Guidelines for Ethical Conduct
- Whistleblower Policy

As an affiliate leader, you should also have the following governing documents:

- **Affiliate Agreement** signed every 3 years and sent to the national office
- Articles of Incorporation
- Tax ID Number
- Affiliate Bylaws

If you do not have a copy or have not received a copy of these documents from the outgoing leader(s), please contact the national office. It is important that every affiliate have the documents that set the guidelines for governance.

Membership

Members of ACNM are required to join the affiliate in the state in which they reside. Members of the Armed Services and those who work in the Indian Health System can join those affiliates if they choose. If a member works in one state, but resides in another, the affiliate will be determined by the address ACNM has on file. Members are free to join more than one affiliate but will be required to pay the dues of both affiliates. The affiliate shall not accept any individuals as members who have not first been accepted by ACNM as members and shall not create its own unique membership category without prior approval from the ACNM Board of Directors.

Membership is open to any person who supports the mission and purposes of ACNM and is available in the following categories (as of April 1, 2014):

- **Active Member**
  Annual membership for individuals who hold or previously held a CNM or CM credential. Active members in good standing may vote, hold office, chair, and serve on ACNM divisions, committees, and taskforces, and be officially recognized at membership meetings. Active members can list their practices on ACNM's online *Find-A-Midwife* Practice locator and also receive the *Journal of Midwifery & Women's Health* (including online access) and *Quickening* newsletter.
- **Active - First Year**
  Annual membership for CNMs/CMs who were certified within the last year. Active – first year members in good standing may vote, hold office, chair, and serve on ACNM divisions, committees and taskforces, and be officially recognized at membership meetings. Active – first year members can list their practices on ACNM's online *Find-A-Midwife* Practice locator and also receive the *Journal of Midwifery & Women's Health* (including online access) and *Quickening* newsletter.
- **Active - Supporting**
  Annual membership for an individual who holds or previously held a CNM or CM credential who also is currently a full-time student (in a non-midwifery program), retired, a missionary, full-time volunteer, disabled, not employed, or employed outside of midwifery. Active - supporting members in good standing may vote, hold office, chair, and serve on ACNM divisions, committees, and taskforces, and be officially recognized at membership meetings.
- **Active - Life**
  Lifetime membership for individuals who hold, or previously held, a CNM or CM credential. Active – life members in good standing may vote, hold office, chair, and serve on ACNM divisions, committees, and taskforces, and be officially recognized at membership meetings. Active – life members can list their practices on ACNM's online *Find-A-Midwife* Practice locator and also receive the *Journal of Midwifery & Women's Health* (including online access) and *Quickening* newsletter.
- **Student**
  Annual membership for non-CNM/CM credentialed students enrolled in an Accreditation Commission for Midwifery Education (ACME) accredited midwifery education program. While student members cannot vote or hold elected or appointed positions, they may serve as a voting member (not chair) of a committee, division, or task force. They also have the opportunity to serve as an ex-officio non-voting student representative to the ACNM Board. Student members also receive the *Journal of Midwifery & Women's Health* (including online access) and *Quickening* newsletter.

- **Associate**
  Annual membership for individuals other than CNM/CMs or qualified students interested in midwifery and supporting the mission of ACNM. While associate members cannot vote or hold elected or appointed positions, they do receive the *Journal of Midwifery & Women's Health* (including online access) and *Quickening* newsletter.

Membership dues for the affiliate and the national office are collected by the national office annually on a 12-month cycle from the date a member joins. An automatically renewing month to month membership option is available to members paying online. A one-time $15 service fee will be added to the initial monthly installment amount. After the first dues payment, monthly dues will be billed on the last business day of the month.

Member Recruiting and Retaining

While all members of the ACNM national organization are required to be members of an affiliate organization, it is important that affiliates work to ensure that members *want* to belong to the affiliate and see its value. The affiliate serves as the local link for membership, and it is important that affiliate leaders thank and recognize renewing members so they know they are valued. Consider sending a thank you email when a member renews or consider an appreciation event during the year to recognize members' contributions to the organization. Keeping a current member is much easier than trying to recruit a new one!

As important as it is to recognize long-tenured members, affiliates must also reach out and welcome their new members, including students. New members can bring new energy to an affiliate, and it is nice to welcome them in person at a meeting or send them welcome letters. You can use the Affiliate Portal to run a list of new members and create a welcome email that includes upcoming activities and meeting dates and a list of ways members can become involved. A member that is welcomed, respected, and appreciated will likely be a member for life, and ACNM national and the affiliates will benefit from this strong membership.

Finances

DUES

Each affiliate sets its own dues amount. The national office collects affiliate dues in addition to ACNM national membership dues. The dues collected each month are remitted back to the affiliate on the 20th of the following month. Once ACNM remits the dues, the affiliate is responsible for any subdivision of dues to chapters (if any), according to their bylaws. With the bylaws change of 2008, ACNM only works through the affiliates.

Each affiliate must have a bank account to receive the dues payment. It is recommended that affiliates set up their accounts at national banks. This will allow for continuity even as the position of treasurer changes. To avoid interruption in dues remittance, if changes to accounts are made, affiliates must update their information by completing and submitting the ACNM Affiliate Dues Remittance Form.

Changing Affiliate Dues

If an affiliate changes the amount of the affiliate dues, the ACNM Affiliate Dues Notification Form must be completed and submitted to the national office. When making the decision to change dues amount, affiliates must take into account that dues notices are sent by the national office to members 4 months in advance. For example, for members whose membership is up for renewal in August, ACNM generates the initial renewal invoice in April. While the national office will update the affiliate dues amount upon receipt of the Dues Notification Form, it will not take effect for renewing members whose expiration dates are prior to the next 4 month billing cycle after the date received. All new members will be charged the updated dues amount immediately after the date received.

Affiliate leaders should have a reason for increasing dues and work on "selling" the increase in value to their membership. If the dues are increasing to hire a lobbyist or re-work the website, the members should be aware of this reason. Some bylaws may require membership approval to increase the dues. Be sure to check your affiliate bylaws before making the decision to increase dues.

IRS GROUP RULING

Each affiliate is a legal entity and must pay state and other taxes. ACNM has secured a "group ruling" for exemption from federal taxes with which affiliates may choose to file, or they may apply for their own individual tax exemption status.

Affiliates must file taxes even if they gained their tax-exempt status through the ACNM group ruling. Being part of the group ruling simply means that affiliates did not need to go through the process of applying for a tax exemption status.

ACNM is classified by the U.S. Internal Revenue Service as a 501(c)6 membership association. This means that ACNM is a not-for-profit (vs. a nonprofit/non-taxable) organization. Dues, donations, and other monies received by ACNM may not be classified by individuals or organizations as charitable or non-taxable contributions. Any affiliate opting to be part of the group ruling will also be considered a 501(c)6 organization. A list of all affiliates under the ACNM group ruling can be found here.

As part of the group ruling, affiliates are required to submit the Annual Financial Disclosure form to the National office no later than April 15 of each year. The **Annual Financial Disclosure** form can be found here.

Filing Taxes

Regardless of tax exemption status and group ruling standing, each affiliate must file taxes annually. Most small tax-exempt organizations whose annual gross receipts are normally $50,000 or less are required to submit IRS Form 990-N also known as the e-Postcard. The e-Postcard is easy to complete and requires the following information:

- Employer Tax Identification Number (EIN)
- Tax year
- Legal name and address
- Any other names the organization uses
- Name and address of a principle officer
- Website address if the organization has one
- Confirmation that the organization's annual gross receipts are $50,000 or less
- If applicable, a statement that the organization has terminated or is terminating (going out of business)

Additional information can be found at www.irs.gov/eo.

Failure to submit taxes/Form 990-N for 3 consecutive years will result in the affiliate automatically losing tax exempt status. When this happens, the national office is very limited in what it can do to help the affiliate regain tax exempt status.

Budget

With a steady stream of income, each affiliate should create and follow a budget to track income and expenses. There are software programs available for purchase or the affiliate may choose to use Microsoft Excel. ACNM created a budget template in Microsoft Excel to help affiliates begin the process. This template also shows how to track year end numbers and keep them all in one place. The budget template can be found here.

INSURANCE

Liability Insurance for Affiliates

ACNM is pleased to announce that comprehensive general liability (CGL) insurance coverage is provided to all ACNM affiliates at no cost through the national office's policy with Hartford Insurance Company. Our Hartford policy meets our need and the needs of our affiliates. However, please note, the policy does *not* cover special events the affiliates may have, including 5K walks, etc. Should you have any questions or need additional information, please contact the Affiliate Relations Manager at ACNM.

Directors and Officers Insurance
ACNM is working closely with our insurance broker to provide directors and officers liability insurance coverage for the affiliates to purchase. It protects past, present, and future directors and officers of nonprofit companies from damages resulting from alleged or actual wrongful acts they may have committed in their positions. The policy provides protection in the event of any actual or alleged error, misstatement, omission, misleading statement, or breach of duty. We hope to have this available by June, 2014.

Communicating

With any relationship, communication is critical!

As an affiliate leader, it is important to communicate regularly with the members of your affiliate, your region representative, and the national office. This can be done through many different channels, including websites, email, "snail mail" and social media.

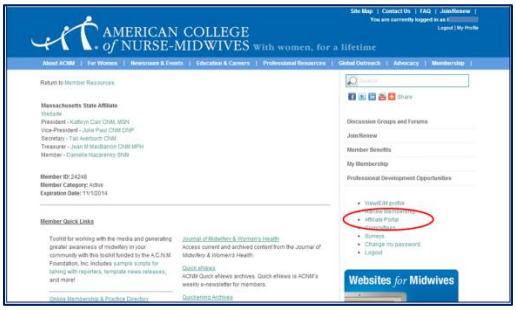
COMMUNICATING WITH AFFILIATE MEMBERS

Affiliate Portal
The national office has developed a resource to help affiliate leaders access membership information: the Affiliate Portal. It is connected to the national membership database and provides contact information for the affiliate members. Remember, many of these members were never chapter members before and affiliate membership is new to them.

To access the Affiliate Portal, log in to www.midwife.org at the top of the page using your username and password. Once you have successfully logged in, click " My Profile" located on the upper right side of the page beneath your name. From this page, the link for the Affiliate Portal can be found along the right hand side of the page with other useful links.

Reports

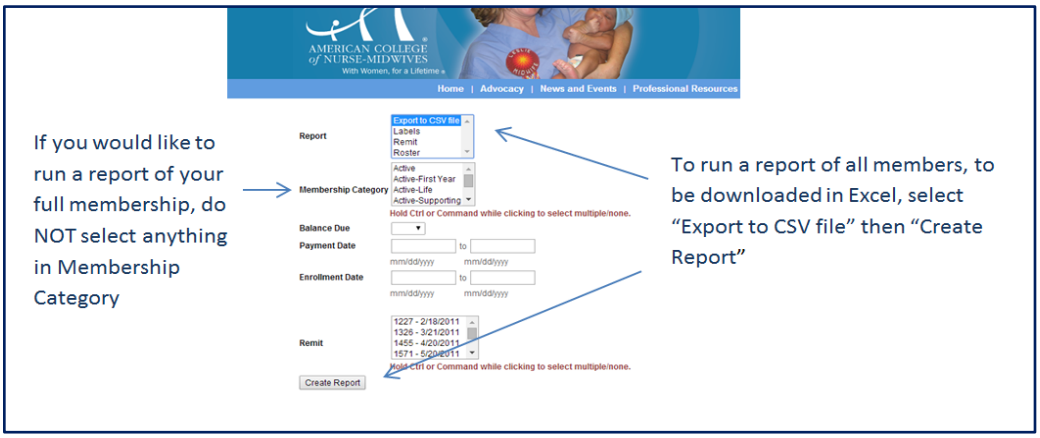
The Affiliate Portal is programmed to run the following reports:

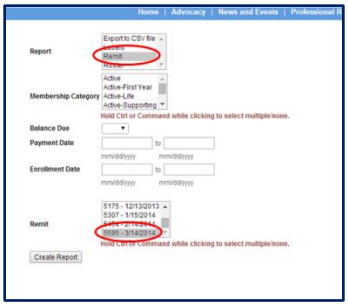


- Excel file of all current affiliate members, including names, contact information, and membership data (click Export to CSV File in the Reports section and then click the Create Report button).
- Pre-formatted PDF mailing labels
- Affiliate dues remit reports for affiliate treasurers
- PDF member rosters

To run reports in the Affiliate Portal

- Select the type of report under "Report Type"
- Select the "Membership Category" (for a list of ALL members in your affiliate, leave blank). At this point, depending on the type of report or the information you are looking to gather, you can add filters to the report (more below).
- Select "Create Report"





Remit Report

The remit report allows the affiliate to see which members have paid their dues. The national office remits affiliate dues to the affiliate on the 20th of the following month. Affiliate leaders are encouraged to run the remit reports monthly and balance these against their bank statements to stay abreast of which members are current with their dues.

To run a remit report, select "Remit" under "Report Type" and the specific month under "Remit," then select "Create Report."

Membership Category
The "Membership Category" function allows you to limit a list to a particular segment of the membership. Want to send something to just the student members in your affiliate? Simply click the type of report you want to run, then under "Membership Category", select "Student" and the report generated will contain only students. Want to run a list of ALL members in your affiliate? You can either leave the "Membership Category" list blank or hold down the CTRL key and select them all. Either option will generate the information you are looking for.

The Affiliate Portal allows you to modify the reports generated to get the exact information you need.

Balance Due
After you select the "Report Type" and "Membership Category," you can decide if you would like to see only members with a "Balance Due" by selecting either YES or NO. ACNM sends initial membership renewals out 4 months before a membership is set to expire. When you select YES in the "Balance Due," the system will pull any member that has received a membership renewal notice, even if their membership is not expiring for 4 months.

Payment Date
"Payment Date" allows you to pull a list of members that have paid dues within a specified time frame.

Enrollment Dates
To help you identify and connect with new members of your affiliate, we have added an "Enrollment Date" range report modifier. You can now select the type of report you would like to run, enter in a range of dates in the "Enrollment Date" boxes and select "Create Report." The report generated will only be those members that are new to ACNM and new to your affiliates within the specified date range.

This report will give you the opportunity to reach out and welcome the new members to the affiliate, alert them to upcoming events, and inform them of the different ways they can become involved in the affiliate. Reaching out to the members, especially new members, is the first step in engaging them.

Change of Address (column within CSV report)
Many of our affiliates use the membership reports generated from the affiliate portal to determine in which legislative district the member lives to help forward legislation. This can be extremely time consuming, so we have added a column to the CSV report that includes the date the address was modified. As a leader, you can sort the spreadsheet and see only

those members who have moved. It is our hope that this will make mapping legislative districts with members much easier!

LISTSERVS

Affiliate leaders need a mechanism with which to easily communicate news and events to their members. ACNM understands this and has developed two e-Midwife discussion groups for each affiliate. The first listserv discussion group includes all members within the affiliate; the second is for leadership only. Each of these discussion groups serves as an important tool for the leaders.

All Member Listserv

This listserv is made up of all current affiliate members with email addresses listed in their ACNM membership records. The listserv has been pre-populated with all current members of your affiliate, and automatic updates run nightly to add new members and remove canceled members from the discussion list. The all-members discussion list provides affiliate leaders with a simple communication method to share information with the majority of their members and provides members with a platform to communicate among themselves.

To send a message to the affiliate discussion listserv, list members simply send an e-mail addressed to the list from the email account that is on file in their ACNM membership record. The e-mail address to send messages to the all members discussion list for your affiliate is your state's postal abbreviation @emidwife.org. For example, the Massachusetts affiliate discussion listserv address is ma@emidwife.org.

ACNM's non-state based affiliates also have discussion list-serves. The Uniformed Services Affiliate discussion listserv address is usa@emidife.org and the IHS/Tribal Affiliate listserv address is ihs@emidwife.org.

Affiliate Officers Listserv

The second discussion list is an affiliate officer discussion listserv. This listserv is populated with the officers currently listed for the affiliate, and this list is also updated daily to record any changes to the affiliate officers that affiliates have provided to the national office. Only affiliate officers can post to and receive messages from this listserv. The email address for the officer discussion list simply include "–officers" to the address of the all members discussion list. Using the same example, the Massachusetts affiliate-officer listserv address is ma-officers@emidwife.org.

Online Presence: Website

Do you have a website? Having a presence on the internet will help you engage with members, especially if they are spread out. Websites require regular updates, maintenance, and a strategy to attract viewers. Having a web presence has many advantages. It is easy to

post information that is relevant for midwives and midwifery consumers, but as a leader, you need to also consider what is involved.

As a service to the affiliates, ACNM has partnered with Contensive and Edge Web Hosting to offer affiliates the option of establishing an affiliate website within the ACNM website. These "micro sites" are free to the affiliate. An affiliate choosing to take advantage of this service is responsible for populating the pages with content and any and all costs incurred from implementing any changes to the standard template. ACNM will link to all websites and micro-sites as requested, from the affiliate map on the ACNM website. More information about setting up an affiliate website can be found here.

SOCIAL MEDIA

What is Social Media?

Social media is a way to have a conversation supported by online tools such as Twitter, YouTube, Facebook, Google+, Pinterest, blogs and similar emerging social technologies. Social media is about the people who use it and their social interactions. Social media is a low-cost effective way to engage the affiliate membership. However, don't be fooled. Simply setting up a Facebook page or Twitter account is only the first step and does not mean you are using social media.

Why Use Social Media?

While you may already have a web site for your affiliate and/or your own practice, a web site is not enough to engage with your members or clients. Social media as a business practice is an essential part of having a digital presence. Social networks are a great way for you to connect with affiliate members, but staying relevant to your respective audience means, in part, that you must stay current on which platforms are most pertinent to their interests and the conversations they are having.

Content

Social media is a way to share useful content. You can use your platform to educate your followers, share an upcoming event, or engage them in thoughtful discussions. Make sure you are establishing a community that is open and welcoming.

Quick Tips

- Consider social media as a dialogue, not a monologue.
- Use common sense online just as you do offline. Don't write anything you wouldn't say in person.
- Though you may have only a few followers, the reach of your posts increases exponentially with each person who shares your material. Focus on the quality of followers, not just numbers. It's not only about your followers, but also about who is following them.

Designate a Social Media Representative for your Affiliate

Find someone within your affiliate who already has an interest or affinity for social media and ask her/him to monitor your social media channels (whether it's one or two or more). Come up with a plan that makes sense for you: the number of posts, frequency of postings, etc. Remember, its quality over quantity, especially when first engaging in social media.

Additional tips for effectively using different social media platforms can be found in Appendix A.

NEWSLETTER

As an affiliate, you may choose to communicate with your members though a regularly scheduled newsletter (print, electronic, or both). If a newsletter has timely, pertinent information sent at regular intervals, members look forward to its arrival.

Newsletter Content

It may seem daunting to write a newsletter, but don't let it be. Start small. Instead of a formal newsletter, consider sending an email update with the highlights of your last meeting or legislative updates. The newsletter can also point to the future activities of your affiliate and how members can get involved.

A newsletter provides you an opportunity to highlight not only the specific activities and benefits of your affiliate, but also what you stand for. You can express an opinion on efforts by your state legislature or support ACNM on national issues. A well-done newsletter can also be used to recruit members. Consider adding a line at the end of each newsletter prompting members to share the newsletter with other midwives in their practices or in their alumni groups. If you don't toot your own horn no one else will!

Branding Your Affiliate

It is important that all of the communications to members have the same look and feel so that members can easily recognize that it is from the affiliate. If your affiliate does not have a logo, ACNM has one developed that incorporates the ACNM logo and is available to all affiliates. If you are interested in using the ACNM affiliate logo, please complete the **Affiliate Logo Use Agreement**.

Additional information about engaging and involving the affiliate membership has been developed for your use.

COMMUNICATING WITH REGION REPRESENTATIVES

As important as communication is with affiliate members, it is also very important to keep open communication with your Region Representative to the ACNM Board of Directors. Region Representatives serve as a resource to the affiliate and as a liaison to the Board of

Directors. Members are encouraged to send news items to their Region Representatives for inclusion in the Region Representative column in the ACNM newsletter, *Quickening*. Each Region Representative has an interest in promoting your affiliate and the great things that are happening, but they can't do that if they are not informed!

The Region Representatives also have access to information that you may not: they know what the ACNM national organization is working on and they know what other affiliates in your region may be doing. They can also link affiliates that may be working on the same type of projects so they can help one another.

COMMUNICATING WITH THE NATIONAL OFFICE

The staff of the ANCM national office is a resource to assist you with any issue for which you need help. A complete list of staff members, contact information, and responsibilities can be found here.

If requested, national office staff can be available to present a webinar or travel to attend affiliate meetings to discuss a variety of topics. If you would like a legislative or policy update, an update on the latest public relations campaign, or even if you would like an update on all activities at the national office, please contact us. The affiliate may need to pick up a portion of the cost, but we welcome the opportunity to get out and meet the members that are doing great work on behalf of ACNM.

Media, Consumer, & Community Outreach

OUR MOMENT OF TRUTH™

In 2012, ACNM launched the Our Moment of Truth™ (OMOT) campaign. It is a consumer-focused campaign to re-introduce midwifery that challenges women to be active participants in their own health care. The campaign also seeks to dispel myths about midwifery and educate the public about the education and training of midwives as providers of health care for women throughout their lifetimes.

Beginning in 2012 as a national survey about women's perceptions of their health care, ACNM launched a consumer-focused web site that educated the public about midwifery and encouraged women to share stories about their experiences with midwives. In 2013, a second national survey was conducted on women's perceptions of birth control and family planning.

The results of both of surveys were distributed through a press release to the media and they received nationwide online coverage. As part of the overall campaign, the national office has developed a 2-part, grassroots toolkit to help affiliates implement OMOT at the local level.

Part 1: Our Moment of Truth Community Launch Documents

This guide takes ACNM affiliate leaders through the steps to drive media coverage of the OMOT campaign and bolster interest in midwifery in their local communities. The toolkit consists of 9 different documents to help the affiliate contact local media about the campaign. The items in the toolkit include the following:

- **OMOT Launch Guide** – Provides an overview of the tool kit, what is included, and how to use the different documents
- **OMOT Local Media Interaction Guide** –Takes you through the steps to produce media coverage of the OMOT campaign and bolster interest in midwifery
- **OMOT Template Local Launch Pitch Email** – Enables members to send a pitch email to a local reporter pitching the idea of a story on midwifery
- **OMOT Template Local Launch Press Release** – Announces the launch of OMOT
- **OMOT Essential Facts about Midwives** – References facts about CNMs and CMs
- **OMOT Fact Sheet** – Explores information about the campaign and its goals
- **OMOT Scripts for talking with reporters** - Provides a script to use during your outreach to reporters in advance of the local launch of OMOT in your community
- **OMOT Template for Social Media Posts** – Provides template social media posts to announce and promote the launch of OMOT in your community
- **OMOT Template Web site posts** – Provides sample posts to announce the launch of the OMOT campaign in your community

Part 2: Community Education: Talk with a Midwife Materials

ACNM's community education initiative, called Talk with a Midwife, is designed to help ACNM affiliate leaders continue integrating information and resources on midwifery and women's health into their communities after the local OMOT campaign launch.

- **OMOT Guide to Community Relationship Building** – An overview of the Talk with a Midwife program and how to use the materials in the tool kit
- **OMOT Template Talk with a Midwife introduction email** - A sample email to an organization to schedule an event. This template will help you introduce yourself and the Talk with a Midwife program to potential community partners with whom you could collaborate to host an educational program.
- **OMOT Template Talk with a Midwife pitch email to media to attend** – A pitch email to conduct local media outreach around the launch of Talk with a Midwife in your community
- **OMOT Template Talk with a Midwife press release** – A press release to announce the launch of Talk with a Midwife program
- **OMOT Women's Health Information** – A one-page document that provides information about midwives and midwifery-led care. This could be used as a hand out at a Talk with a Midwife event.

- **OMOT Talk with a Midwife PowerPoint Presentation on Midwifery** – A presentation you can give as part of the Talk with Midwife Program or a presentation you call pull from to make your own
- **OMOT Talk with a Midwife Template Social Media Posts** - These template social media posts may be used to announce and promote the launch of Talk with a Midwife in your community and can provide links back to your affiliate, practice, or education program Web site or other site where people can find more information
- **OMOT Talk with a Midwife Template Web site language** –Language to post to your ACNM affiliate, practice, or education program Web site or other online communications channel to announce the launch of the Talk with a Midwife program in your community
- **OMOT Talk with a Midwife template thank you email to organizations** – An email to thank the community leaders for hosting a Talk with Midwife event in the days following the event

At first glance, all of these materials this may appear overwhelming, but they don't need to be. We have developed a step-by-step 12-week timeline to help each affiliate plan and fully implement OMOT. The timeline can be found here.

Crisis Communications Plan
ACNM has developed a Crisis Communications guide to assist the affiliates in identifying and handling a media or public relations crisis in your affiliate jurisdiction. The guide addresses the following areas:

- How do I know if my affiliate has a crisis?
- Should my affiliate respond?
  - What are the important considerations in responding?
  - Should I engage the national office?
- I think my affiliate has a crisis. What tools can help my affiliate address it?

As you begin to implement this plan, it will be important that all of your members are aware of its availability as a resource and that you treat it as a living document that can be amended, modified, and added to over time as your affiliate hones and enhances its crisis response protocols.

The national office can assist with different scenarios that occur at the affiliate level, but the **Crisis Communication Plan, A Guide for Affiliates,** should be the first resource consulted.

WORKING WITH THE MEDIA

Between the OMOT campaign, legislative progress and general information, you may find many opportunities for interaction with the media. ACNM has developed a guide to help you best work with the media to achieve the outcome you desire. The **Tips for Working with the Media**, can be found here.

Advocacy and Government Affairs

Another benefit of the affiliate structure is that it allows for effective state-level initiatives, including educational programs, legislations and regulations favorable to midwifery practice, networking events, public relations campaigns, and other initiatives. Each affiliate will set its own priorities, as long as they are consistent with ACNM national positions and policies.

The affiliates are encouraged to develop a structure to engage in legislative activities consistent with the purposes and goals set by ANCM, including by not limited to

- The support of appropriate professional licensure regulation and legislation related to midwifery and women's health issues;
- The presentation of information to the public and government representatives concerning quality midwifery and women's health practices and services;
- The promotion of excellence in the practice of midwifery and the education of midwives;
- The support of research activities in the field of midwifery and women's health;
- The development and recognition of qualified individuals involved in midwifery practice and education; and
- The support of quality services to ACNM members.

The national office has developed a **Guide to Strategic Planning for Advocacy.** This step-by-step guide walks the affiliate through the process of determining and defining legislative goals and steps necessary to achieve short and long term advocacy goals.

An important piece to the advocacy structure is the role of Affiliate Legislative Chair. This person should be the point of contact for the affiliate members and the national office for policy matters. This is an important role and should have the support of the Board and possibly a committee to help with the work.

However, the affiliates and the Affiliate Legislative Chair are not alone! The national office recently added resources to assist the affiliate with state legislative issues. In addition to creating a position on staff for state legislative affairs, the national office has also created a State Resource Center online. The Resource Center is a clearinghouse of information for state legislative activity, including the following:

- **State guidance documents** to help members understand the practice environment in their states
- **State fact sheets** that have state-specific statistics, including number of CNMs/CMs, births, and education programs
- **State Legislative Development Tracking Center,** a system that has been developed to help the states track legislative and regulatory issues that affect midwifery. The system is updated regularly, but we ask that the affiliates check it on a regular basis, as the national office cannot alert each affiliate to the changes.

Affiliates are encouraged to issue affiliate-specific letters in support of legislation or regulation, positions, and policies that conform to ACNM positions and policies using their own words and citing state or local context and information. ACNM can assist in the development of any support letters, testimony, and strategy, but we need to hear from the affiliates! ACNM staff will not act on an issue or pending legislation if not contacted by the affiliate first. We respect the independence of the affiliates and will not act alone.

Affiliate Meetings

Your affiliate bylaws may mandate that you hold affiliate meetings. These meetings help keep members engaged and provide members with a chance to network. It is important that affiliates hold effective meetings.

Meetings and Programs

Meetings and programs *are* different. While they may be combined, they have two different functions, and it is important to understand those functions.

Meetings are internally focused on your operations. Programs are activities, continuing educations or presentations that offer something of value to members. You might consider that meetings, while necessary, are not generally exciting and may be of no interest to the bulk of your membership. Programs, on the other hand, can be interesting, worthwhile, and valuable.

Meetings are necessary and important. They are where the "work" of the affiliate takes place, decisions are made, and plans developed. Most associations and membership organizations typically meet only once a year in an annual meeting. In between meetings, the business of the association is carried out by the Board of Directors.

MEETING TIPS

Meetings should have a purpose. Meetings should not be held simply for the sake of holding a meeting. A regular Board meeting exists to track and monitor the organization's activity and progress towards objectives.

Meetings should have an agenda. We recommend that agendas be planned and not based on a "first reports, followed by old business and then new business" model. If you have an important issue it should come early in the agenda. Using this technique, a Board can focus its energy and attention on what is critical for the organization.

We recommend that affiliates consider using "consent agenda" for regular reports rather than having them presented at the Board meeting. A consent agenda is a list of regular reports that is supplied to members of the Board before the meeting allowing time for board members to review them. The entire list of reports, the agenda, can then be accepted as a group. If Board members have questions regarding a report they can ask that it be "pulled" for specific attention during the meeting. Consent agendas are an excellent way of saving time and energy. If you have questions about using a consent agenda, please consult

with your Region Representative. This format is used by the national Board of Directors to accept reports.

The organization's finance statement should not be included in a consent agenda. A finance statement needs to be presented, reviewed, and approved at each Board meeting. Just like regular reports, it should be sent to Board members in advance whenever possible.

Note: ACNM Affiliate Bylaws state that meetings should be run using Roberts Rules of Order. However, the Board may make changes that supersede Roberts for procedural issues such as consent agendas.

PROGRAM TIPS

During programs, members can check in with other members, network, and participate in a program or activity. Some of the same rules apply for meetings and programs:

Make sure you have a reason for the program or activity. There needs to be a purpose and an agenda for each program.

Be organized and on time. Appearing unorganized or last minute will make the affiliate look unprofessional and unattractive. Start and end on time; this is very important in the long term.

Allow enough time for communicating and marketing your events. Keep people informed and ensure that notices and invitations go out early.

Can you mix business and program together? You can, but do it carefully. Generally the majority of your members are interested in the program and not the business part of a meeting. Having a few short announcements about plans and progress before a meeting makes good sense but try to keep it short.

To save travel and time for your leadership, consider having your Board meeting (business) before the program meeting on the same day at the same place. Interested members may want to come to the Board meeting. Plan on a break before the program part of the meeting to ensure you are set up and start on time.

Planning a Program

Holding a program is a great way to bring the membership of the affiliate together to foster community and engage the members. But planning the program can be daunting. We have developed a step-by-step guide to break down responsibilities to help you recruit volunteers and plan a successful meeting; this guide can be found in Appendix C.

Continuing Education for Meetings and Programs

Continuing education units (CEUs) can be a big draw for meeting attendees. Since 1988, ACNM has followed the guidelines established by the International Association for Continuing Education and Training (IACET) (formally the Council for the Continuing Education Unit). ACNM CEUs are recognized by the National Certification Corporation (NCC) of Obstetrical, Gynecological and Neonatal Nursing.

ACNM has created an application packet that details what is needed when applying for CEUs. All of the information, including the application, can be found on the ACNM website, under **Continuing Education.**

If you decide to apply for CEUs for your meeting, please be sure your meeting is listed on the ACNM CEU calendar. This benefit allows the members to search for all CEUs offered through ACNM and could help draw new members to your meeting.

Resources for Virtual Meetings

Not all meetings or programs need to be big events that require travel by all members. Today's technology allows affiliate members to connect over long distances via teleconference or webinar. ACNM can offer assistance with holding a webinar though Go-to-Meeting. Go-To-Meeting is best if you would like to show a presentation as part of the meeting. It offers full webinar and audio capabilities, and video conferencing. To schedule a meeting/webinar, please complete the Go-To-Meeting request form found here.

If you don't need full webinar capabilities, a few different options are available. Please note, ACNM does not endorse any of these services, and it is the responsibility of the affiliate to determine the best option.

Skype

Skype is probably the most well-known of the internet communication services. Skype offers free and paid memberships that allow for video conference and group phone calls. Skype offers an easy and inexpensive way for the affiliate members or leaders to stay in contact with each other (www.skype.com).

www.FREECONFERENCECALL.com

Free conference calls are simple and easy to use. Only a name and an e-mail address are required to receive an account instantly. Once you enter your name and email address, you will be immediately provided with a dial-in number and access code for phone conferencing.

Your teleconferencing line is available to you 24/7, and there is no need to schedule or make reservations. Each conference call account accommodates 1,000 callers on an unlimited number of 6 hour free conference calls. Please note, the number provided is not a toll-free number.

www.Join.Me

If the affiliate is having a meeting with 10 or less people, Join.Me is an option. Join.Me is a service that allows other users to see and share the computer screen, and it is free for up to 10 people to share. The leader of the meeting simply goes to www.join.me and selects "start a meeting." A 9-digit code is produced, and the other participants use that code to join the meeting.

www.SPEEK.com

Speek.com is a web-based conference call service that allows users to connect to a call via the web or phone number. It also offers an app for smart phones to allow people to use the

service and join calls for free. There are free and upgraded versions; the upgraded version for $10/month offers additional features.

Strategic Planning

What is Strategic Planning?
Strategic planning is a process in which an organization sets priorities, focuses energy and resources, and develops the goals of the organization. Strategic planning is used to focus everyone in an organization on achieving the organization's vision and mission. Effective strategic planning articulates where an organization is going, the actions needed to make progress, and how success will be determined.

Charting a course for your affiliate begins with two simple questions: Where do you want to go? What do you want to become?

What is a Strategic Plan?
A strategic plan is a document used to communicate the vision, mission, values, and goals resulting from the planning process. It is a guide to direct the actions of the organization and allows an organization to be proactive. Without a strategic plan, organizations tend to become reactionary and only address immediate problems in a crisis management approach.

All affiliates could and should consider developing strategic plans. A Strategic Planning Guide has been developed to help walk you through the steps of defining where you want to go and how to achieve your goals. This guide is available in Appendix D.

Duties of the Board of Directors of a Nonprofit Organization

National and state laws govern the responsibilities of nonprofit boards of directors. They often use the following principles based on nonprofit corporation law:

Duty of Care

- A board member has the duty to exercise reasonable care when he or she makes a decision for the organization.
- A board member must exhibit honesty and good faith.
- A board member must attend meetings and participate regularly in governance.
- A board member must be informed and fully aware of the Board's issues.

Duty of Loyalty

- A board member must never use information gained through his/her position for personal gain and must always act in the best interests of the organization.
- A board member acts on behalf of the organization while wearing the hat of the organization.
- A board member must put aside individual interests for the good of the organization.

Duty of Obedience

- A board member must be faithful to the organization's mission. He or she cannot act in a way that is inconsistent with the organization's goals.
- A board member must dedicate the organization's resources solely to its mission.
- A Board member must comply with applicable state and federal laws.
- A Board member must follow the spirit and the letter of the governing documents:
    - Bylaws
    - Policies
    - Positions

Additional Duties

Confidentiality. Board members are responsible to make sure what happens in the Board meeting stays in the meeting. The right to speak out and voice opinions is vital to the effective functioning of the Board. Discussions, votes, and data should not be shared outside of the Board meeting.

Unity. The Board acts as a unit. When a decision is made, all Board Members are obligated to support the decision, no matter the vote tally. The Board speaks as one.

Delegation. The Board is empowered to ensure that the organization runs smoothly; it does not run the organization. The Board makes policy and strategic decisions and then follows up, monitors, and evaluates the implementation of those policies and decisions.

Newly-Elected Officers

When a new affiliate officer(s) is elected, the outgoing officer(s) should provide an orientation to the duties of the office and to current affiliate business. The Region Representative and the Affiliate Relations Manager should be notified promptly when new officers take office so the national office records can be updated.

Upon taking office, the outgoing officer(s) should give the incoming officer(s) the following governing documents:

- Affiliate bylaws
- List of officers and committee
- Copies of affiliate meeting minutes
- Affiliate agreement

- Affiliate policies

And don't forget to pass along the *Affiliate Leader Guide*!

The duties of each officer are detailed in the affiliate bylaws, including tasks, expectations, tools, and resources developed by the national office to help the officers accomplish their tasks. Please note that these job descriptions were taken from the sample bylaws provided to each affiliate as they were being formed. Please be sure to check your individual bylaws for the exact job descriptions

PRESIDENT

The duties of the President include the following:

Preside at all affiliate meetings with proper notification to members of meetings and agendas.
The President is the leader of the meetings. Meeting notifications can be sent via the affiliate Listserv. The bylaws may indicate the amount notice that is required to hold a meeting, so consult your specific bylaws.

Appoint standing committee and task force Chairpersons.
It is the job of the President to appoint committee chairs. For more information about asking for volunteers, please click here.

Designate and appoint affiliate representatives to state external organizations.
The President has the responsibility for selecting affiliate representatives to external organizations. There are different ways this can be accomplished. The President and the Board should consider asking for volunteers and their curriculum vitae. This allows affiliate members to express an interest in becoming involved and expands the search beyond the individuals know by the Board.

Coordinate communications between the affiliate, Region Representative to the Board of Directors and the ACNM national office.
This is a very important function of the President. Keeping open communication with the Region Representative and the national office will allow for everyone to know the successes of the affiliate and ways in which support can be given.

Declare election results and communicate those results to the Region Representative and ACNM.
It is the responsibility of the President to announce the results of the elections to the affiliate members, the Region Representative and the national office. This allows records to be updated and facilitates a proper welcome from the Region Representative and the national office.

VICE PRESIDENT

The duties of the Vice President include the following:

Perform the duties of the President in the absence or inability of the President to serve.
Should there be a meeting or event and the President cannot attend, the Vice President shall run the meeting/event.

Succeed to the office of President should the office become vacant during an unfinished term.
If the office of the President becomes vacant before the end of the President's term, the Vice President shall complete that term as President.

Perform such duties as may be delegated by the President.
All officers have the responsibility of ensuring that the affiliate is functioning and following the lead of the President.

Coordinate arrangements and program components of affiliate meetings.
This task is more specific. Detailed information about meetings and programs and tips for planning a meeting can be found here. Planning a meeting can be too much for just one person. The Meeting Planning document divides the work and responsibilities to help the affiliate plan a successful meeting.

SECRETARY

The duties of the Secretary include the following:

Have, and perform, all duties commonly incident to, and vested in, the office of Secretary of a corporation, including but not limited to supervision and maintenance of all Affiliate documents.
Each new officer must review the Affiliate Policies and sign the policy acknowledgement form. This form does not need to be sent to the national office; instead, it is housed with the affiliate. The documents can be found on the ACNM website under Officer Governance Resources.

The Secretary should also be versed in terms of being incorporated in the specific state. This information can be found online at the state's Department of State. Some states require a small fee; others require a list of the officers. The Secretary should research what is required and ensure the affiliate is complying with the requirements.

Be responsible for the minutes of all meetings of the Affiliate and Executive Committee, including accountability for accuracy of the minutes and their timely and appropriate distribution to both the Affiliate membership and the Regional Representative.
The Secretary takes minutes at the affiliate meeting, including attendees and any actions that came out of the meeting. The minutes should be sent to or made available to the affiliate membership and the Region Representative. The emidwife listserv is the easiest way to reach the members through email, but it does have limitations; one is that attachments cannot be sent.

The address to the listserv is the state two letter abbreviation @emidwife.org. For example, the Michigan address is MI@emidwife.org.

Maintain current organized files of all affiliate business.
These files can be kept as hard copies or as electronic files. ACNM and each affiliate have document retention policies that the affiliates may review to determine what files need to be retained. As an alternative to a box of paper copies, the officer may use a thumb drive to hold all affiliate files that can be passed down from officer to officer.

Be responsible for distribution of notices of affiliate meetings.

Be responsible for all affiliate correspondence, both electronic and mail.
These duties can be combined as the national office has set up a few different ways to communicate electronically and by mail with the affiliate members. The first is the emidwife listserv mentioned above. This is a quick way to send an email to the members.

The other way to communicate with members is through the Affiliate Portal, to which all officers have access. Reports and other functionality of the Affiliate Portal are discussed in detail above.

Perform duties delegated and designated by the President.
All officers are responsible to ensure that the affiliate is functioning and following the lead of the President.

TREASURER

The duties of the Treasurer include the following:

Perform all duties commonly incident to and vested in the office of Treasurer of corporation, as well as all duties delegated the President, including, but not limited to the administration of the fiscal and financial policies of the Affiliate. This includes filing all required tax documents, as required by the IRS rules, including that an IRS Form 990 is prepared if the Affiliate has more than $50,000 in annual income.
The filing of the 990 is fairly straightforward based on instruction provided at www.irs.gov/eo. The 990 must be filed annually, and failure to file for 3 consecutive years results in the tax exempt status of the affiliate being revoked. When this happens, the process for reinstating the tax exempt process is long and cumbersome. Unfortunately, this is not something the national office can help with.

Supervise the maintenance of accurate corporate books. Act as custodian of the funds of the affiliate.
This is just a complicated way of saying keep up with the books. The books can be maintained in an excel spreadsheet with income and expense columns.

Present itemized financial reports at each meeting of the affiliate.
This can be tracked in excel with a few the appropriate categories for income and expenses.

Be responsible for systematic collection of annual affiliate dues, whether from members or from ACNM.
Affiliate dues are collected by national office and remitted back to the affiliate monthly. The Treasurer can download the monthly Remit Report from the Affiliate Portal to balance the account. The Treasures also maintains a list of members who are current with ACNM and affiliate dues, and this report is also available from Affiliate Portal. More information about the Affiliate Portal, including how to run specific reports, is provided above.

Tasks of the Treasurer

- Balance the affiliate checkbook with the bank statement
- Reconcile the bank statement for the affiliate
- Run affiliate financial roster from the ACNM Affiliate Portal
- Maintain a monthly binder with bank statements and rosters
- Make bank deposits promptly

Appendix A: Tips for Social Media

Platforms & How To's

Facebook Basics

- Must have an official representative as an administrator
- Communicates broadly (comments, posts)
- Posts and pages are available to everyone
- Anyone can "like" your page
- Administrator(s) post under the page name
- Insights and analytics about your page are available (and key to measuring data!)

Terminology
Status - update your friends with links, photos, or information
Administrator - person who runs a page or group
Wall - public messaging on your profile
News feed - where you can view friend/page updates
Insights - Facebook page analytics
Tagging - type the "@" symbol and select the friend, page, event, group or app you want to tag from the drop-down menu.

Twitter Basics

- Create an account by choosing a Twitter handle (a name such as @ACNMmidwives)
- Write out a short bio about yourself
- Add your logo
- Add your website address

- Find others on Twitter you'd like to follow in order to begin filling your newsfeed

Terminology
Tweet (noun) - a message posted via Twitter containing 140 characters or less
Hashtag - on Twitter, the pound sign (or hash) turns any word or group of words that directly follow it into a searchable link. This allows you to organize content and track discussion topics based on those keywords. For example, if you wanted to post about the Call the Midwife finale, you would include #CalltheMidwife in your tweet to join the conversation. Click on a hashtag to see all the posts that mention the subject in real time.
Retweet (RT) – a retweet is a repeated tweet. It is sometimes used in a reply to allow everyone to see the original tweet. It is also used to forward a message onto one's own followers.
Follow, Follower and Unfollow - to follow someone on Twitter is to subscribe to their Tweets on your timeline. A follower is another Twitter user who has followed you. To stop following another Twitter user is to unfollow them. Once you do this, their Tweets no longer show up in your timeline.
Mention - bring a Tweet to a user's attention by including their @username in a Tweet. This is called a mention and will appear to the @username you mentioned as well as to all of your followers. You can see who mentioned you in the mention section of your Twitter profile.

Explore and have fun! Experiment with the tools and think about how they might be used within your affiliate. Share resources, insights, opinions, and advice with your followers and ask the same of them.

For inspiration, visit some of the ACNM social media channels:

- Twitter (@ACNMMidwives)
- Twitter (@OMOT_ACNM)
- Facebook (Main/Member page)
- Facebook (Our Moment of Truth)
- Our blog, Midwife Connection
- YouTube

Appendix B: ACNM's Tips for Working with the Media

1. **Do Your Homework**
   Before your interview, learn what you can about the reporter and the stories he or she does. Is it a "friendly reporter" or someone who does hard-nosed investigative stories? What does the reporter know about your profession and the issues you face? A quick Google search of the reporter's name and/or a review of a publication's website can yield useful background.

2. **Know the Audience**
   What audience does the publication or broadcast media reach? Your profession? The public? A business audience? Knowing the audience will influence the answers you provide.

3. **Understand the Context**
   Make sure you know the context in which your remarks will be reported. Will the reporter also interview someone else with an opposing viewpoint? Is it a short news story or a longer feature? If it is a broadcast story, is the interview taped or live? These and other factors will determine both the content and depth of your answers.

4. **Interviews Are Not PR Opportunities**
   This may seem counterintuitive, but remember that the reporter is doing a story that meets the needs of readers or viewers, not your public relations needs. Inform, don't promote. If you give the reporter what he or she needs, you and your organization will be presented in a positive light.

5. **Develop Key Messages**
   It's critical to develop 3-5 key messages you want to communicate during the interview. If you don't, you are at the mercy of the reporter and whatever questions she/he asks, and you may not be happy with the comments the reporter chooses to use.
   - Reporters are looking for good quotes, bites that can be lifted for a "quote box" in print, or a "sound bite" of radio or TV airtime. Understand, internalize and communicate the key messages – this is what you want the story to reflect in its final format.
   - ***Anticipate difficult questions:*** Make a list of all the questions you'd rather NOT answer, and then think about how you might best answer them. Also think about how you might transition from answering the tough questions into presenting one of your key messages.
   - Be an educator not a sales person. Teach the reporter and their viewers or readers what they need to know. Explain how this story can make a difference in their lives. Why this is important to them should be your focus. Remember who the audience is at all times.

6. **Don't Talk Too Much**
   Only a few of your comments (maybe only one!) will appear in a typical news story. Once you have delivered your key messages, don't ramble on with additional points. You may find that these other points make it into the story, at the expense of your messages. This also helps the reporter by giving them less material to wade through.
   - This is an interview and an exchange of information. You should not feel obligated to keep the conversation going, and resist the urge to go beyond the scope of your subject. Beware of the reporter who remains silent and waits for you to ramble or divulge more information than you intend.

7. **Don't Speculate**
   If you don't know the answer to a question, don't guess. Simply refer the interviewer to the appropriate place to get the information or tell her you will research the answer to her question and get back to her.

8. **Skip the Jargon and Acronyms**
   It's easy to fall into the habit of using industry jargon and acronyms commonly referenced in health care. Make a point to avoid these whenever possible. If you do need to use a term that the average person might not understand, make sure you explain it.
   - Additionally, stay away from using too many statistics. 1 or 2 are acceptable if you can source them; however, it can be cumbersome and confusing to give too many in a story.

9. **Don't Lose Your Cool**
   No matter what happens, remain calm, cool, and collected. If you get flustered, you are sure to forget your key messages and may say the wrong thing. In a broadcast interview, you will lose all credibility with viewers or listeners. Worse, your reaction may lead the reporter to believe there is more to the story and could cause them to become more aggressive.

10. **Never Say "No Comment."**
    It raises a red flag. If you cannot comment on something, explain the reasons why.

11. **Speak in an Unemotional Tone**
    - Too much emotion is not good, but don't let that keep you from emphasizing certain key words, ideas and phrases. Proper emphasis shows you believe in what you're saying.
    - However, it's good to be positive. Your attitude is important to the perception of the audience. You are a guest in the audience's homes – albeit via print, radio or television. Be friendly and conversational; if it is a broadcast interview, always use the reporter's name.

12. **Be Proactive if Necessary. Respond to every question by forwarding your agenda.**
    - Validate the interviewer's point of view, but bridge to the points you want to make—the statements that support your agenda. Validate the reporter's question and respond to it if it forwards your agenda.

- Use phrases to bridge to a point you want to make, including: "Your question brings up another interesting point…" and "however, it's also important to note …" and "I'd like to add that". If the interview is about to end and you haven't delivered a key message, bring it up. Or "bridge" to your message from whatever question the reporter asks.

13. **You Are Never Off the Record**
    No matter what a reporter says, you are NEVER off the record. Don't fall into this trap. Never say anything you wouldn't want to see on the front page of your local newspaper.

14. **The Reporter is Not Your Friend**
    This doesn't mean you shouldn't be friendly, only that every interview is a professional encounter, not a social one. Don't let the reporter's friendly demeanor lull you into a false sense of security, which could cause you to say something you might not want to see in print. (Remember the earlier point about never being off the record!)

15. **Respect Deadlines and Follow Up**
    Reporters live and die by deadlines, and you can earn their respect and build a relationship by adhering to them and following up with any promised information in a timely manner. Also, make sure you return all phone calls and e-mails promptly.

16. **Evaluate the Results**
    After the interview is over and the story appears, critique your performance. Was it a positive story? Did the story contain your key messages? Did you fall into any "traps"? What could you have done differently to improve the story? Any lessons you can take away from the story will help you next time!

SUGGESTIONS FOR INTERVIEW FOLLOW-UP

1. ***Ask the reporter what he/she sees as the "real" story***. This can give you a second chance to correct misimpressions or restate your key messages.
2. ***Ask to review your quotes for accuracy in advance***. Reporters rarely agree to let you see their full story, but many will allow you to review details or quotes for accuracy. It doesn't hurt to ask.
3. ***Ask when the story will run***. Most reporters have an idea when your story will run although the final decision is up to the editors.
4. ***Ask the reporter if you may have his contact information*** so that you may put him on your media list. Always ask if he is interested in being updated on the subject. If he says yes, keep him posted at all times on the subject – if not, someone else will.
5. ***Send a note of thanks***. Too often, we forget the basic rules of etiquette. A simple note of thanks to the reporter who covered your story will go a long way and will solidify a good relationship. Notes of thanks are not viewed as "kissing-up" to the reporter. Rather, they are an attestation of your appreciation for the reporting of your story.

SUGGESTIONS FOR APPEARANCE

***Present a clean, crisp and professional a*ppearance.**

- ***Clothes:*** You should always wear lightweight, solid colors. Do not wear loud patterns, distracting items or too much jewelry. Dress for your audience, but always look professional. Remember, horizontal stripes will always make you look much heavier on television – television adds 15 pounds on its own.
- ***Posture:*** You should lean slightly forward, feet crossed at ankles or one in front of the other for television interviews. Don't rock or sway. Be sure the position you choose is comfortable. Stay in a position that connotes "readiness." Change positions periodically.
- ***Eye contact:*** Always maintain eye contact, especially during tough questions. Look at the reporter, not the camera – unless otherwise directed to do so.

References:

1. http://www.associationtrends.com/mediamatters/14-tips-for-dealing-with-the-media
2. http://www.furiarubel.com/files/TalkingToMediapdf.pdf

Contact ACNM's Media Relations, Social Media and Marketing Specialist, Damaris Hay for further questions: dhay@acnm.org or 240.485.1856.

Appendix C: Program Planning Guide

The decision to have a program has been made, now what? The Board needs to make some decisions before moving forward:

- What is the purpose of the program? Be clear about the objectives and purpose for the meeting. This will also help with marketing materials.
- Will continuing education units (CEUs) be offered?
- How long should the program be?
- Where should the meeting be held? Is there one location that is best, or should the meeting be rotated to different parts of the state?
- Should the meeting be held during the legislative session and include a lobby day?
- Will a registration fee be charged?
- Will there be exhibitors and/or sponsors?

BUDGET

Once these questions have been answered, the Treasurer with input from the Board should develop a meeting budget. This budget should be realistic and serve as a guide for planning the meeting. Having a budget also helps with volunteer job descriptions and setting expectations. When setting a meeting budget, don't forget to include the income from registrations, sponsorships, grants, exhibits, etc. Different expenses associated with a meeting could include:

- Rental space
- Food and beverage
- Honorarium for invited speakers
- Travel expenses for speakers
- Name badges/handouts/program book
- Audio/visual
- Marketing and promotion (including signage)

ROLES

When you ask who wants to help plan the Affiliate Annual Meeting, you might be surprised by how few responses you get. That question is too general, and people are afraid to commit to the unknown. If you clearly lay out the tasks that need to be completed and provide job descriptions, people will be more likely to commit.

Some of the roles needed for planning a meeting or event are listed below. Depending on the type and size of your meeting, you may or may not need all of these.

Program Committee and Chair

The Program Committee develops the program of the meeting by identifying and inviting speakers, applying for CEUs, and developing and/or securing content. This is a very important job that requires substantial time and dedication.

To determine the theme and content of the meeting, the Program Committee may want to survey the membership. Based on responses, the Program Committee can set the theme, topic, and schedule of the meeting and work with the speakers to obtain biographies and curriculum vitae that will be used for marketing the meeting.

The Program Committee should also develop a meeting evaluation form to be given to and collected from the attendees at the meeting. The evaluation form should be used to ask for feedback about the speakers, topics, venue, accommodations, and cost. The form can also be used to solicit suggestions for future topics. Evaluations offer valuable information about the meeting and help ensure that future events are successful.

This committee and chair will do the "heavy lifting" for the meeting, and the Board should carefully consider who they approach for these positions.

Logistics Coordinators/Committee

This committee is charged with finding the location of the meeting. Affiliate meetings can take place anywhere: an office, a hotel/conference center, a restaurant, or even someone's house. However, someone needs to take the lead in determining the best location. The Logistics Coordinator should consider the size of the meeting, the budget appropriated for the costs, and what sort of audio/visual equipment will be needed. If many members are joining remotely, make sure the internet connection is adequate and there is no background noise. Meetings in a restaurant can add to camaraderie, but this type of location makes it difficult for members to join remotely.

The Logistics Coordinator should determine if the affiliate meeting/program can be held in conjunction with a meeting of another organization (ie, are the nurse practitioners meeting, and could you contract for a meeting room as part of that meeting?). There are many great meeting locations. Someone just needs to search for them.

Registration Coordinator/Committee

This person or committee is charged with developing a registration system to track attendees. Depending on the meeting size and type, this could be an online registration system that also collects a registration fee or a reply to an email or a mailed registration flyer. Whatever the method, someone needs to manage and track attendees.

This person or committee will also be responsible for supplying name badges for registrants and staffing or recruiting volunteers to staff the registration table. If the meeting is going to be held at someone's house, the Registration Coordinator can coordinate pot luck dishes to ensure ample food and variety.

Exhibitor or Sponsorship Coordinators

If the Board decides to pursue exhibits or sponsors, a person or committee should be appointed to develop a prospectus and approach potential sponsors. Having exhibitors or sponsors can add to the bottom line of a meeting, but it is important to ensure that the presence of exhibitors or sponsors does not violate CEU terms and conditions.

Marketing Coordinator
The role of the Marketing Coordinator is to spread the word about meeting to members and nonmembers. Is the information that will be presented appealing to labor and delivery nurses? Can send the meeting information to large practices to inform CNMs and CMs who are not ACNM members? Consider the use of social media to reach a wider audience.

The marketing materials need to clearly state the reason for and objectives of the meeting:

- **Who** is the announcement from?
- **Why** would someone want to attend?
- Clearly indicate **date(s) and time**.
- Include the name and address of the **location** of the meeting; if in a hotel or office, include the name of the meeting room.
- Include the **telephone number** of the location.
- Be sure to include the cost of **registration**, what each attendee receives for that price, and whether food is included.
- **CEUs** are a big draw. Highlight the number of CEUs eligible for attendees and whether there is a separate cost to obtain the CEUs.
- Include a **call to action** such as "guarantee a seat," or "register today." This helps generate registration.
- If the meeting is being hosted or co-sponsored by a vendor, include that information.

It is also a good idea to have someone proof the materials. If they knew nothing about the meeting, would they be able to determine the date, time, location, costs, and how to register to attend?

Use any printed or emailed piece to direct potential attendees to a website with more detailed information, including speaker bios, directions to the location, overnight accommodations (if necessary), and any other pertinent information you think will encourage people to attend.

Clean Up Crew
If the meeting is being held at someone's house, it is important have someone in charge of clean up. Do not expect the host to arrange for/ask people to help clean up.

Post Meeting
After the meeting, someone should be charged with following up with the attendees, posting presentations, and thanking the speakers. The Treasurer should ensure that all expenses incurred from the meeting are paid. The Program Committee and the Board should review evaluations and identify areas for improvement and successes.

Post meeting follow up is also a great time to announce the next meeting dates and theme. It is never too early to begin planning and marketing the next meeting!

Appendix D: Creating a Strategic Plan

COMPONENTS OF A STRATEGIC PLAN

There are four basic components of a strategic plan: vision, mission, values, and strategy.

Vision: The vision of an organization indicates where the organization wants to be, and what "the world will look like" when the mission is achieved. The vision is long term and future focused. As an example, the vision of ACNM is "Advancing the health and well-being of women and newborns by setting the standard for midwifery excellence."

Mission: The mission of an organization indicates why the organization exists. The mission of ACNM is "ACNM works to establish midwifery as the standard of care for women. We lead the profession through education, clinical practice, research, and advocacy."

Values: The values are the shared beliefs among the members of an organization. ACNM has 9 values: Excellence; Evidenced-Based Care; Formal Education; Inclusiveness; Women-Centered Care, Primary Care, Partnership, Advocacy, and Global Outreach. These values help guide decisions made by ACNM and the direction it is moving. Each of these values is expounded upon on the ACNM website.

Strategy: The strategy of the organization refers to the goals in place to achieve its mission and vision while remaining true to its values. The strategy also indicates how the goals will be accomplished through detailed steps.

For most affiliates, the vision and mission are detailed in the bylaws. If not, it is possible for the affiliate to adapt the ACNM mission/vision to meet their own needs. The only difference is that the strategy will be different.

Strategy--Strategic Objectives--Strategic Goals--Goals

Whatever word you decide to use, the meaning is still the same. Strategy is an important part of the plan; it is where goals are set and the steps necessary to accomplish the goals are developed.

Goal

What is a goal? What is a good goal? Goals set as part of a strategic plan should be actions that can be accomplished in 1-3 years. They should start with a verb to indicate movement: increase, decrease, improve. Goals set as part of a strategic plan should be SMART:

S – Specific

What exactly are you trying to accomplish?

M – Measurable

How will you measure this? It is best to include quantifiable terms.

A – Achievable

Goals must provide a stretch that inspires people to aim higher, but they must be achievable. Goals should not set up an organization for failure.

R – Realistic

Is the goal something you have the time, talent, and passion to work towards? Do you have control or influence over the goal?

T – Time-Bound

When will the goal be complete? Give the goal an end point: 6 months, one year, 3 weeks, etc.

Examples of SMART goals

Hold 2 affiliate meetings that offer CEUs in 2014.

Specific – We know exactly what the affiliate wants to accomplish.
Measurable – 2 meetings.
Achievable –]Is this something the affiliate can do? Yes.
Realistic – If people are willing to volunteer, yes. The affiliate as a whole has the time, talent, and passion to put on a meeting.
Time-bound – Yes, in the year 2014.

Increase affiliate involvement in Lobby Day by 10% per year for 3 years.

Specific – Yes, but define "involvement."
Measurable –Yes, 10% per year for 3 years.
Achievable – Yes, but it will be necessary to determine the current level of involvement to define a 10% increase.
Realistic – Yes.
Time-bound – Yes, increase 10% per year.

Each of these examples should be broken down into more detail when flushing out the goal. In Example 1, the Board may create a committee that will be charged with setting up the meeting; the committee may determine who will find the location and who will set the program. The Board may then request quarterly updates to make sure the planning is on track

In Example 2, the Board may ask the Affiliate Legislative Chair for input on how best to proceed. The Chair may create a committee to help recruit members to participate. The Board may ask the Affiliate Chair to define "involved."

Both of these examples demonstrate that even though the goals are "SMART," work still must be done to drill down to the actionable steps that will be taken.

How to Prevent a Plan from "Hitting the Shelf"

Too often, strategic plans are developed, everyone is energized, and then the plan is "put on shelf," never to be heard of again! With so much time and effort devoted to the process and the plan, you don't want this to happen.

The most important thing a Board can do is *communicate* the plan to the entire membership. The membership needs to know the process and planning that went in to the plan and the outcomes expected. This will help increase buy-in from the membership which, in turn, will increase accountability.

Reviewing the plan is an important part of implementation. The plan should be reviewed periodically: quarterly or at least semiannually. It should become the Board's guide for action.

The plan needs to be clearly structured and indicate who is *accountable* for each section or goal. The Board is accountable for the overall plan, but that does not mean they are responsible for implementing all parts of the plan. Specific committees or working groups responsible for carrying out goals need to be identified. Committees, task groups, and staff need clear objectives and an understanding of any parameters (financial, deadlines, etc.) to achieve success.

In order for the plan retain continuity through changing boards and leadership, it should be *short* and *focused*. If the goals and action statements are not clear, the incoming leaders may not understand the intended goal or outcome. Presenting the plan in plain terms will help ensure its implementation over the course of time.

Finally, one of the biggest indicators of success is *commitment*. Commitment is needed from all levels to help ensure a successful implementation. Board commitment will ensure that decisions are made based on the plan; committee commitment will help to implement the plan and work towards the goals; member commitment will ensure participation in activities and engagement with the affiliate.

Resources need to be allocated and budgeted to support the plan. You probably won't be able to do everything at once; that is why you prioritize. Resources include volunteer/staff time and energy and financial resources allocated through your budget.

Because you have limited resources, when someone has a new and exciting plan, you will need to determine whether you can allocate resources to that idea. It is important to adhere to the strategic plan but consider new ideas as part of annual plan review.

HELP!

Strategic planning does not need to be difficult. Simply answer the following questions:

- Where do you want to go?
- How are you going to get there?
- Who is going to do it?
- How will you know when you are there?

Many affiliates already have strategic plans but not formal ones. If you would like additional information about strategic planning, many resources can be found at My Strategic Plan (www.mystrategicplan.com). Some of these resources at a cost, but several free videos and white papers are available to assist you.

Achieving strategic objectives takes time. Building financial reserves, growing membership, and increasing participation build on themselves. Progress made towards the goal is key.

Ground Rules for Planning and Decision Making

- Only the board can modify the plan.
- Identify what you want accomplished and who is responsible for implementation. Delegate to the appropriate committee/staff department and allow them to do their jobs.
- Do not micromanage.
- All ideas have merit, but some might have to wait their turns.
- Everyone on the Board/Committee must participate in the dialogue and decision making.
- Speak up – If you have a concern, idea, question, or comment it should be voiced.
- Once a decision is made, *everyone* on the Board supports it.
- The plan and progress should be reviewed at Board meetings. If you have monthly meetings you may want the review to take place each quarter.
- Volunteers must be brought into the plan, and a common vision and objectives are important to making progress.
- The plan is a tool. It is a working document that should be updated, adjusted, or changed as conditions warrant.
- Delegate assignments and tasks clearly with objectives, budget, and deadlines noted.
- The budget should reflect the plan. Don't create a plan and then not support it.
- If it isn't in the plan it shouldn't be in the budget.

Appendix E: Engagement – Getting Members Involved in the Affiliate

One of the greatest challenges faced by any association, including ACNM affiliates, is *how to involve individual members in activities*. Let's begin by defining a difference between engagement and involvement.

You first want to *engage* the members in your affiliate. You want them to know about the affiliate, be interested in it, and want to know you better. Think of this as building a community. You want to get to know each other better. You want your members to develop some interest in you before proceeding further.

Communicate regularly. Tell members what the affiliate is doing. If you are still in the process of organizing you can describe the steps you are taking, indicate future plans, and invite input (ideas for programs, goals, activities, etc.). At this point you should not recruit members to serve on boards or committees because asking for that level of commitment before you have gotten to know each other could scare them away.

You can, however, be alert to offers to help. If someone comes forward, ask about her/his interests, experiences, and thoughts on how she/he can become involved. Roughly 20% of the general population can be classified as "joiners," who are generally eager to participate in organizations and causes in which they have interests. The person who privately or quietly says "how can I help" is someone to follow up with.

Regular communication is important. Try to avoid long periods of time with no communications. Regular (at least monthly) communication helps to build confidence in the competence of the group.

How do you communicate? Email is easy, low cost, and acceptable. You may need a mailed announcement initially that alerts members to your emails. The greatest challenges to email communications are getting them through spam filters and getting them opened and read. To increase your open rate, consider setting up a specific email address for your affiliate. Many members won't open an email from someone they don't know. Subject lines are also critically important; ideally the subject line should be something interesting and fairly short. Marketers have discovered that the shorter the subject, the higher the open rate.

If you cannot create an e-newsletter, a "newsy" email to share information works just as well. When using email, ensure that the message is fairly short, substantive and gets to the point. Use value statements and language to tell your story. Don't be modest. Highlight your affiliate's activities as much as possible. Since you are part of ACNM you can also share ACNM's efforts.

Examples of Value Statements

> The _____ ACNM Affiliate continues to work with, ACNM and the Coalition for Quality Maternity Care continues to foster dialogue and federal lobbying.
>
> The _____ ACNM Affiliate will be hosting a presentation of XXXXX next month for interested midwives.
>
> The _____ ACNM Affiliate expressed concerns about women's health issue to the state legislative task group this week, speaking up on the behalf of certified midwives and certified nurse-midwives in the state.

The experience of many different marketing organizations tells us that email newsletters and messages work well and cost efficiently as a means to engage people.

Send Personal Messages
It is ok to get personal. You might want to invite people to share accomplishments and challenges, professional and personal, with you that can be incorporated in your messages.. Asking someone for their thoughts and suggestions is a complement. Think of it as checking in electronically.

Ideas for Other Means of Engagement
Using your various communication avenues to support one another can help. When you send out a "newsy" email, post it on Facebook and on your website. Post birthday and anniversary greetings. If ACNM sends out any special information, report it on your site with a note on Facebook linked to your website.

Personal contact with new members of the affiliate is an excellent idea. Consider phoning or sending personal notes to new members to welcome them, let them know you are here, and inviting them to your next program.

At meetings and programs, ensure that new members are welcomed and invited to be part of a table or group. They need to have a positive experience and leave planning to return. Friends will always gather together (it is part of the value of membership); just make sure that newcomers are not left alone.

Set up car pools or room sharing to attend the ACNM convention.

Post information about job openings.

Create a list of key addresses and phone numbers of licensing authorities and other information important to midwives in your state. Make this information available via email and on your website.

Conduct a periodic survey of members to ask them about their concerns, likes, and wishes.

When you are engaging, you are developing relationships. Think of how you might act with friends. Send cards on birthdays (or via email); send congratulations on achieving a professional objective or the birth of a child or grandchild.

What do We Communicate About? What do Midwives Want?
People usually join associations – or become involved in organizations – for two basic reasons:

- **Specific benefits that come with membership – what is in it for me?** Benefits can be discounts, access to information, networking opportunities, attendance at CE programs, etc.

- **Does the association act for the "good of the order" – or for what I believe in?** Does the organization represent my concerns, my profession, and my beliefs in public? Does it stand up for me?

It is interesting that in the landmark study, *The Decision to Join*, the American Society of Association Executives identified the latter reason as slightly stronger than the former (http://www.asaecenter.org/Resources/decisiontojoin.cfm).

As an affiliate leader, you can take advantage of ACNM resources. In the 2012 and 2013 Member Assessment Surveys, members told us what is important to them. Even though this is a national survey, the data likely apply to midwives in your state. Activities that focus on the following issues will resonate with members.

The **greatest challenges** facing midwives personally and as members of a profession were
- Lack of public awareness
- Lack of awareness among health care professionals
- Physician/medical systems barriers
- Career development and help in finding employment

Key motivators based on the 2013 survey included
- Advocacy, including federal and state legislatures and regulatory agencies
- Promoting midwifery to the general public and other medical professionals (this was by far the highest rated item when asking what challenges are faced by midwives)
- Providing up to date information and knowledge
- Setting high standards; maintaining standards of practice and core competencies
- Career development resources

Appendix F: Involvement – Recruiting Volunteers

Involvement happens when members participate by attending meetings, responding to surveys, helping with projects, and becoming volunteers. Involvement is the natural progression from engagement.

Not everyone will be equally involved. Some people are naturally joiners and will volunteer and actively participate. However, most people will hang back. They will participate passively by attending programs that interest them, attending meetings, and carrying out small tasks when asked.

Recruiting volunteers is a critical task. Not only do you need people to do things, you need the right people. This is not a task to be taken lightly or without thought. Let's begin by thinking the challenges to securing volunteers.

To help members volunteer means answering some questions for them and helping them overcome their fears. And there is a very real fear of volunteering. People fear failure and that they won't be able to do good jobs. They also have some key questions – even if they don't ask them:

- How much time will this take?
- What exactly does the job entail?
- What is expected of me? Of the job?
- Where can I get help?
- How long is this going to last?
- Is the job meaningful – is it worth my time and energy?

A very good place to begin recruiting is to *first decide what tasks need to be accomplished and what volunteer positions are really needed.*

- Do you really need a standing committee to accomplish a task or might a mini task group work as well?
- Do you have some positions you don't need?
- Are there some tasks that you really need some help with (websites, Facebook, etc.)?
- Are there resources outside of your members that can help and support you (possibly a spouse who can help with a specific task)?

Second, write job descriptions for the tasks/jobs that remain on your list. These should be very short (aim for no more than 5 bullet points) and descriptive of the job, not just the title.

Prospective volunteers may not know what titles mean, and it is scary to be asked to chair something. Instead, ask them to take on a task. It can make a huge difference.

Third, outline when the task needs to take place. If this is an ongoing task, identify the heavy and lighter times of the year for involvement. Honestly estimate how much time is involved.

Fourth, identify to whom this position reports and where help and resources can be obtained.

Fifth, provide and end date for every volunteer position. When will this task be accomplished? If it is a one year appointment, state that in the job description. You don't want the volunteer to think the position lasts forever or until she/he is removed.

Mini Task Groups

Many associations and volunteer organizations have found organizing mini task groups to be very helpful in recruiting volunteers, getting tasks accomplished, and keeping volunteers happy. The central idea is that you pull together a group of people to work on a specific task but not as a committee. The assignment generally includes a start date, end date (volunteers will love this part), description of what must be done, to whom the volunteer reports, and parameters that might apply. You will find an example of a task sheet here.

The pluses of mini task groups include the following:

- It is easier to recruit good people for a specific task, especially if there is an end date.
- When volunteers understand what they need to do and by when they need to do it, they are happier and feel better about their involvement. It is then easier to recruit them for something else.
- The task gets done.
- The organization has a way of testing someone as a volunteer.

Once you've done your homework, you are ready to ask someone to volunteer. It is best to not stand up at a meeting and ask people to step forward. Unfortunately, the wrong person might stand up, and this increases the fear factor. Some people might be interested but won't publically volunteer because they are concerned people will think that they feel they are better than the group.

You can, however, tell people that you have a number of important volunteer jobs that you need to fill. You can even mention them and invite people to contact you directly if they are interested in volunteering. You are protecting yourself from an inappropriate volunteer and helping to alleviate the fear factor. If you need people to help with a project or other one time job, publicly inviting them to sign up to help can work well. In these cases people are

joining a group to help with a one time job – acting as a greeter at a program for example – not being the leader/organizer.

Steps to Recruiting Volunteer

Generally the best ways to recruit are one-on-one or two-on-one.

- Identify the person you want to recruit.
- Talk or/meet with the person privately with the job description in hand.
- Tell the person that the organization has determined she/he is the best person for the job (even if it is the third person you've asked).
- Share the job description and describe the job (not the title).
- Tell the person about the support available for carrying out the job.
- Make sure any time parameters are understood.
- Tell the person that she/he is the right person, and you know she/he will do a great job in an important position for the members of your affiliate.
- Be quiet!

If the person says no (and she/he may) but is really the best candidate, ask her/him to think about it for a day and indicate that you will call tomorrow to discuss it further. If you think it will be a tough recruit, indicate up front that you don't want an answer immediately.

Now, put the volunteer to work and get out of the way. If you've asked the right person, allow that person to do the job. Don't micromanage. Ensure that the volunteer knows and understands key deadlines and other parameters to the job and then allow the freedom to perform that job.

At the same time don't forget about the volunteer. Check in from time to time and ask how things are going. Offer support and assistance if the volunteer is having difficulty or you see a problem. Deadlines are important, and reminding people ahead of the deadline is simple courtesy. Volunteers are critically important for your affiliate. Once you have them, you must take care of them. It is important to

- Check on them, see how they are doing,
- Encourage and support them,
- Allow them to do their jobs, and
- Thank them and recognize them for their work.

Other Ways to Recruit Volunteers

Nominating Committees. Leaving who will be on your affiliate's board to chance is asking for trouble. Generally the critical task of identifying and recruiting key leaders is the responsibility of the Nominating Committee, and the process used by a Nominating Committee is the same as the process use to recruit a volunteer. The difference is that the pool of candidates may be smaller, and the jobs may carry more responsibility.

A starting point can be defining the jobs of a Board member or Officer just as for any volunteer position. The Committee, which acts very similarly to a mini task group, identifies prospects and moves to recruit them. Recruiting one-on-one or two-on-one is even more important with Board and Officer Positions.

Since openness and honest conversation are important in this task, all discussions in a Nominating Committee must be kept absolutely confidential. Affiliate leaders should also look for guidance in their Bylaws to define the scope of the Nominating Committee.

Replacing Volunteers

If volunteers just aren't working out (have disappeared, are not doing anything, or are causing real problems within your organization), keeping them in volunteer roles can become a greater liability than replacing them. Often people who are unresponsive have simply taken on a tasks they can't handle or don't have time for. They can be embarrassed and reluctant to tell anyone that they are failing.

In this situation you can consider contacting the volunteer (possibly by letter if unreachable by phone, fax, or email) and voicing the organization's concern. You can relate that you feel you might have put the volunteer in a bad position (it's me not you) and that you want to relieve her/him of the burden of the job. These actions must be taken very discreetly to avoid any embarrassment for the member. You can tell the volunteer that someone else will be taking care of this area for now and that she/he will remain an active and valued member of the organization. If you are sending a letter and have not been getting any response, you can set a date by which you will act.

If the position is on the Board or as an officer, you must first start by looking at your bylaws to determine how a position can be changed. You may need to seek additional guidance from ACNM.

We all want volunteers to do good jobs and have great experiences doing them. To avoid problems, it is important to take careful steps in the beginning to develop job descriptions, communicate jobs and time frames, and identify the right person as best you can.

Appendix G: Sample Volunteer Job Description Example

Internet Coordinator

The ____ ACNM affiliate plans on creating an internet presence to facilitate communication with members, non-member midwives and the public.

Key Responsibilities

- Investigate and recommend options to the Board by _____ (give them at least 30 days).
- Based on a decision by the Board, implement the web presence plan by _____ (say somewhere between 30 and 90 days).
- Once the web presence is created, promote and monitor web communications.

Other Key Considerations

Time frame: This position is for one year ending on _____ (this often coincides with the organization's officer year).

Budget: There is a ceiling of $200 for costs to create a web presence (this is changeable but requires a decision of the Board).

If a website or webpage is created, it must be owned by the affiliate.

This position reports to the President: (insert contact information).

Support for carrying out this task is also available from _____.

Appendix H: Sample Mini Task Group Assignment Sheet

Task: Increase public awareness of midwives is a key priority of the _____ affiliate. The task is to recommend, develop, and plan public awareness initiatives for the upcoming year. This includes recommendations for how to support ACNM public relations plans and our own state wide efforts.

Timeframe: Recommend an action plan by the Board meeting on _____. Plan to share the draft plan in advance with Board members via email. This task group starts now and ends upon presentation of the draft plan to the Board.

Task Group: Yourself as the group leader; _____ and _____.

Responsible to: The Vice President *(insert contact information)*. The Vice President can be considered a member of the task group, however, you are the leader.

Key Considerations
Group meetings may occur via conference call, in person, video chat, etc.
Very limited funds are available to support a plan. Draft the plan on a low or no cost basis.

Resources: ACNM, we recommend that you contact _____ *(if this is available)*

IRS Group Ruling

Affiliates under the ACNM National Office Group Ruling

Alabama
Arizona
Arkansas
California
Colorado
Connecticut
Delaware
Florida
Georgia
Hawaii
Indian Health Services
Indiana
Iowa
Kansas
Kentucky
Louisiana
Maine
Maryland
Maryland
Massachusetts
Michigan
Minnesota
Montana
Nebraska
Nevada
New Hampshire
New jersey
North Carolina
North Dakota
Ohio
Oklahoma
Pennsylvania
Rhode Island
South Carolina
South Dakota
Tennessee
Texas
Unformed Services
Utah
Vermont
Virginia
Washington
Washington, DC
Wisconsin