**Managing meetings:**

**Level 2 Workbook**

**(To be completed and returned to the academy 1 week prior to starting Supporting the patient journey module MM PJ(Ad)1 or managing meetings course)**

**Please return to**

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If you do not return the workbook by the required date you will be **unable** to attend the course

**Managing Meetings**

The management of meetings are an everyday requirement of working in healthcare. Meetings can range from small informal meetings to large formal meetings open to the public.

A meeting is a gathering of two or more people that has been convened for the purpose of achieving a common goal through verbal interaction, such as sharing information or reaching agreement. [[1]](#endnote-1)

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| **List all the meetings you may have in one day:** |

**Common types of meetings**

* Ad-hoc/informal: a meeting held with very little planning usually to solve an immediate problem.
* Formal: a meeting where a date has been set, agenda given and previous minutes provided. Minutes are taken and can be available for the general public if appropriate.

**Other names for meetings**

* One off
* Management meeting
* Time limited
* Planning
* Team meeting
* Staff meeting

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| *Reflect on a meeting you have attended. What type of meeting was it and how was it organised?*  *What was good about it?*  *How would you have managed the meeting differently?* |

**Planning a meeting**

**‘’Begin with the end in mind’’**

There are various steps to planning a meeting effectively and a meeting can be challenging if any of the steps are missed.

**Step 1.**

What is the purpose of the meeting? An effective meeting serves a purpose, they achieve the objectives, use the time effectively and participants feel involved in a process. It may be useful to say;

‘***’At the end of this meeting we need to have achieved…………’’***

**Step 2.**

**Where will it be held?** Meeting space is in short supply in any healthcare environment and you will need to consider this when booking your meeting. Giving plenty of notice will ensure you get the right room for your meeting. Things to check will be:

* Where are the attendees based?
* How many will there be?
* What layout will you require?
* Will you have refreshments?
* Do you need space for group activities/discussion groups.
* Parking and access to venue.

**Step 3.**

**Who will attend?** Ensuring the correct people are invited to attend the meeting will ensure the meeting is a success. Liaise with the organiser to ensure the invite list is appropriate and is a manageable number. If the meeting is to discuss an emotive or popular subject you may have to be very strict in containing the invite list.

**Step 4.**

**When will it be and how often should it be held?** Time within the healthcare environment is a precious resource and therefore careful consideration must be given to meeting times and frequency.

**Step 5.**

**Who will chair/minute the meeting?** The meeting leader/chair/facilitator who keeps the meeting on track will ensure the objectives are met within the given time frame. This role should be identified prior to the meeting and stated on all correspondence.

**Step 6**

**What papers will be required and who will compile them?** aim to have all paperwork (agenda, previous minutes and new papers) sent out prior to the meeting. A 7 day notice period should be given to ensure that all participants are able to read the papers and be ready to discuss them further.

**The Meeting**

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| **What type of behaviour would you expect from participants in a meeting?** |

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| **What would you consider bad practice in a meeting?** |

**Use the template provided below to plan a meeting within your department explaining why you have made the decisions you have made.**

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| **Step** | **Plan** | **Reason for this decision** |
| **What is the purpose of the meeting?** |  |  |
| **Where will it be held?** |  |  |
| **Who will attend?** |  |  |
| **When will it be and how often should it be held?** |  |  |
| **Who will chair/minute the meeting?** |  |  |
| **What papers will be required and who will compile them?** |  |  |

**Compiling an agenda**

Depending on the type of meeting various models of agenda can occur. A simple agenda is very common and can be used for routine meetings within your department or directorate.

Example A: Simple agenda

**Agenda**

**Discharge Department Staff Meeting**

**Friday 15th February 2017 at 2pm**

**Lamb Room**

1. **Apologies**
2. **Minutes of previous meeting**
3. **Matters arising**
4. **Lateness in department**
5. **New staff**
6. **Redesign of letter project**
7. **AOB**
8. **Date and place of next meeting**

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| **What is meant by ‘’matters arising’’** |
| **What is meant by ‘’any other business’’** |

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| **What are the benefits and challenges of the above agenda?** |

Example B: Complex/Full Agenda

**Agenda of the meeting of the GWHFT Patient Committee to be held on Wednesday 15th February 2017 at 2pm - 4pm in the Boardroom.**

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|  | **Welcome** from Chair: Mr J Boots | Chair | 5 min |
|  | **Apologies for absence**  Apologies to be sent to Mrs J Black.  [Jblack47@gwh.nhs.uk](mailto:Jblack47@gwh.nhs.uk) |  | 5 min |
| **1** | **Committee Business**   * 1. New representative for Marks and Spencer’s   2. Resignation of Mr Kool. |  | 10 min |
| **2** | Minutes of Previous meeting (21/11/2016) (attached) |  | 5 min |
| **3** | **Matters arising**  3.1 Parking for patients new charges  3.2 New representation from local school. | J Keen  P. Hape | 10 min  10 min |
| **4** | **New letters from outpatients department proposal**  Feedback of recommendations of paper (attached TC 445/13)) | T. Craig | 20 min |
| **5** | **Finger Food trials:**  Feedback from committee tasting 20/11/2016 | V. Greed | 30 min |
| **6** | **Any other business** | Chair | 20 min |
| **7** | **Date and time of next meeting.**  Proposed 19tht May 2017 12.00 in Boardroom |  | 5 min |

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| **Review the full agenda above. What do you find beneficial about this agenda?** |

**Taking and Writing Minutes**

The purpose of minutes is to give a detailed record of actions and decisions of the meeting. They must be neutral, accurate and easily readable.

***Remember that they may be used for legal, audit or inspection purposes.***

**How much detail should you record?**

This is very dependant on the purpose of the meeting and the local culture.

Verbatim minutes: This records all the detail of the discussion. Not usually used in business meetings but may be essential in disciplinary/legal hearings. Record of who, what, why and how are essential in this context.

Discussion Very common. The main points are noted but not all the detail.

Action The simplest type of minutes that record the decisions taken and the actions required.

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| Example A: Verbatim Minutes  . The committee discussed the new proposal outlining the redesign of the outpatient letters. Mrs JA said that she was unhappy that they were spending all the money on these new letters and why wasn’t it going into patient care. Mr AT said this was because it was a different pot of money. Miss FJ said she thought it was good use of money as she thought the letters were of a very poor quality. Mr DS asked if the letters were going to be provided in Braille. The Chair said he didn’t know but would ask the Chair of the project office. Mrs JA stated that she wanted her views noted as she was very upset that money was being wasted on this project. Sir AJ wondered whether she would rather the money not be spent at all as this was its allocated use. The chair outlined all further points and asked if anyone wanted to attend the next action meeting as a representative of this group on April 12th 2017 at 10am in meeting room 1. FR said he would like to help if all agreed. GH/FA agreed and the Chair said he would inform the Chair of the other committee. The Chair also said that he would inform the lead group of all the comments in writing.  (223 words) | JB 21/02/20 |

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| Example B Discussion  New outpatient letters: The chair suggested that all comments be related to the lead committee by himself in writing. The discussion raided issues of   * Miss-spending the money * Good idea as letters were of poor quality * Were they going to be in Braille?   The chair asked for someone to represent the group on the lead committee. FR volunteered and the group agreed. The chair will inform the lead committee.  (71Words) | JB 21/02/2013 |

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| Example C (Action points)  Points to be raised:   * Miss-spending the money * Good idea as letters were of poor quality * Were they going to be in Braille?   FR to join lead committee.  Chair to write up points and pass to lead committee  (40 Words) | JB 21/02/2017 |

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| List the benefits and challenges of the 3 examples of minute taking above: |

**Formatting your minutes**

**Sample minutes:**

Minutes generally follow a similar format and can be adjusted according to the needs of the meeting and the organisational culture. The minutes below are an accepted format for most meetings.

Heading to be clear and in corporate font.

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| **Minutes**  **Professional Respect Committee**  **15th February 2017 2.00pm-5.30pm**  **Seminar 3**  **Present**  List attendees: chair first. You can list in seniority or alphabetical order | |
| Jane Brown  Joe Bloggs  Craig Andrews  Paul Crow  Toni Gray  Anna James  Cally Paul  **In attendance**: this means they have no voting rights but can be involved in decision making. | Chief Nurse (Chair)  A&E lead  Matron –maternity  Commissioning lead  Ward Manager-medicine  Ward manager-surgery  PALS lead  Useful to note the part of the meeting they have attended for. |
| **In Attendance**  Helen Smith  Andrew Crase | Patient representative (All of meeting)  LINK representative (All of meeting) |
| **Apologies**  For those who failed to apologise  Grahame Brown | Apologies that have been accepted prior to the meeting or at the meeting  General Manager Academy |
| **Absent**  Colin Jones | Deputy GM Surgery |
| 1. **Administration:** Welcome to PC on his first meeting. He is representing the new Westend commissioning group.   You may need to note amendments before minutes are approved.  For items about the committee itself   1. **Minutes of previous meeting: (12/11/2016)** the minutes were approved. 2. **Matters arising:**    1. Respect posters to be put up around the trust: now completed.   Completed or in hand is usually sufficient.   * 1. Patient feedback report: now due 15/02/2013   Items now follow the agenda   1. **Patient report of behaviour issues:** CP highlighted a 30% increase of complaints about staff behaviour. These included rudeness, abruptness and swearing. **Action:** **JB agreed to talk to Academy to highlight training and would ensure appropriate management/HR processes are put in place to manage these issues.**   Clear action points: highlight/bold or in a separate column   1. **Patients Complaints**: Reception in outpatients has reported a large increase in patients complaining about the car park barriers. Patients relatives have got aggressive and one hit out at the receptionist**. Action:** **JB will discuss with GB the training needs of the staff and how we can manage this.**   Should be submitted prior to meeting or go around the table and ask each person in turn.   1. **Any other business: None noted** 2. **Meeting closed at 5.30pm** 3. **Date of next meeting: 15/05/2016 2.00pm in Seminar room 3** | |

**Reflection**

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| Reflect on a meeting you have received or seen minutes for. Did the minutes follow the template above? Were they easy to understand? Was it clear who was going to action what? |

This workbook will form the baseline for your Managing Meetings seminar. In further preparation please think about the following questions:

* What would be your responsibilities as chair of the meeting?
* What would be your responsibilities as minute taker?
* As a minute taker how would you prepare for the meeting?
* How can you make sure that you are listening and concentrating in the meeting?
* How can you make sure you are taking factual accurate notes?

**We look forward to welcoming you to the seminar. Please feel free to contact the team in the Academy if you have any questions or queries.**

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If you are calling from outside the hospital:

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1. Meeting and Convention Planners (2009, ). U.S. Bureau of Labor Statistics. [↑](#endnote-ref-1)