



Chapter Resource Manual

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Section A Introduction to ASPMN

I. History

The Formation and Early History of the American Society for Pain Management Nursing

**By
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In March 1990, seven registered nurses from six states met in Atlanta, Georgia to discuss the feasibility of establishing a national organization for nurses who care for patients with pain. The nurses who attended the meeting were Georgann Abraham (California), Chris Pasero (Louisiana), Linda Preble (Connecticut), Barbara Reed (Georgia), Sherry Sosna (Missouri), Gwen Turnage (Missouri), and Lorie Wild (Washington), all of whom specialized in the rapidly growing field of pain management.

During the weekend meeting, these nurses agreed that there was a clear need for such an organization. By the conclusion of the March meeting, they had selected the organization's name, the American Society of Pain Management Nurses (ASPMN), and written its mission statement. They agreed that the primary immediate objective of the ASPMN would be to provide a network for nurses working in the new specialty of pain management. They decided that providing a forum for pain management education was crucial and began formulating preliminary plans for a national educational conference.

The first order of business was to contact the Board of Directors of the American Pain Society to discuss whether or not the objectives of the ASPMN could be met through the formation of an APS nursing special interest group within the APS. Over the next few months, the APS Board as well as the American Society of Anesthesiologists and the American Society of Regional Anesthesiologists acknowledged the need for a separate and independent nursing organization to meet the majority of the goals set by the founders.

With such support, the founders moved forward with the work of formally establishing ASPMN. Task forces each comprised of two or three founders were formed to work on various projects, including writing bylaws, standards development, and logo design. Communication between the founders, which occurred almost daily, was accomplished through the use of a voicemail system sponsored by Bard MedSystems Division of C.R. Bard, Inc.

One more face-to-face meeting took place in Atlanta in June of 1990 to review task force work and finalize plans for the educational conference, officially named the ASPMN First Annual Meeting. At the June meeting, the founders established a membership fee of \$35.00. Bard MedSystems donated seed money in the form of gift certificates of memberships, which were given to the first 100 nurses who joined the new organization.

In preparation for the First Annual Meeting, each founder contacted two or three different manufacturers of pain management products and equipment to invite them to sponsor and exhibit at the conference; seven companies agreed to participate (Abbott, Bard MedSystems, Burrion, Janssen, Neuromed, Pharmacia, and Russ Pharmaceuticals). These manufacturers also helped to advertise the meeting by circulating a one-page flyer to their customers informing them of the meeting date and location.

The ASPMN First Annual Meeting was held in Coral Gables, Florida on February 8-10, 1991. The choice of a warm weather site was a wise one. To the amazement of the founders, 103 nurses from 26 states attended. The two-day conference provided content on pathophysiology of pain, pain in the home health setting, management of acute exacerbation of pain in the chronic pain patient, cancer pain, empowerment of the bedside nurse as primary pain manager, new approaches in pain management, setting up a pain service, and reimbursement for pain management. Notable speakers were Kathleen Wallace, PhD, RN and Allen Hord, MD. A questionnaire completed by those who attended the meeting revealed that networking was the most valuable asset of the meeting, and 100% requested an annual educational meeting. They suggested topics of interest for future meetings, including management of chronic nonmalignant pain, pharmacology, and legal issues related to pain management.

The founders provided leadership for ASPMN for the first two years while membership steadily grew each year to nearly 300 by the end of 1991 and 500 by the end of 1992. Linda Preble served as chairperson, Chris Pasero as secretary, and Barbara Reed as treasurer for the organization. The founders served as liaisons to committees composed of member volunteers. During that time, bylaws and standards were written and a quarterly newsletter was mailed to members and hospitals nationwide. The annual

educational meeting became a standard offering. Two hundred and fifty-five nurses (approximately 50% of the membership) attended the Second Annual Meeting in Atlanta, Georgia in 1992, and 345 attended the Third Annual Meeting in Scottsdale, Arizona in 1993. The membership elected its first officers and board of directors in 1992.

II. Mission & Goals – ASPMN is an organization of professional nurses dedicated to promoting and providing optimal care of patients with pain, including the management of its sequelae, through education, standards, advocacy, and research. The goals of ASPMN are to:

III.

- A. Promote and provide education that stimulates knowledge and enhances skills required for professional growth;
- B. Encourage nurses to specialize in the practice of pain management nursing;
- C. Facilitate effective communication among pain management nurses;
- D. Encourage the professional development of pain management nurses, both individually and collectively;
- E. Encourage and support systematic study, evaluation, and research related to pain management nursing care;
- F. Promote the delivery of high quality pain management care;
- G. Speak for the nursing profession, with governmental bodies and the public, on issues that concern pain management
- H. Establish standards of clinical nursing practice and nursing education.

IV. Organizational Structure

- A. Board of Directors - ASPMN is governed by a Board of Directors consisting of a President, President Elect, Immediate Past President, Vice President, Secretary, Treasurer, and six Directors-at-Large.
- B. Executive Committee - The elected officers of the Society constitute the Executive Committee. The Executive Committee conducts the business of the Society between meetings of the Board.
- C. Task Forces – Task Forces are established by the Board of Directors, as necessary, to accomplish the work of the Association.
- D. Standing Committees – Standing Committees are appointed by the Board of Directors and consist of:
 - 1. Membership
 - 2. Program
 - 3. Committee on Bylaws
 - 4. Government Relations
 - 5. Special Committees
 - 6. Achievement and Recognition
 - 7. Clinical Practice
 - 8. Research
- E. Local Chapters – Local chapters are authorized by the Board of Directors.

Section B Governance

I. National Bylaws

ARTICLE I

Section 1.

The name of this organization shall be the American Society for Pain Management Nursing.

Section 2.

The Society may also be known as ASPMN.

ARTICLE II

PURPOSE AND GOALS

Section 1. PURPOSE

The purpose of the American Society for Pain Management Nursing shall be to unite professional registered nurses dedicated to promoting the highest standards of care for patients of all ages experiencing pain.

Section 2. GOALS

The goals of ASPMN are to:

1. Promote education that provides the stimulation, knowledge, and skills required for professional growth.
2. Encourage nurses to specialize in the practice of pain management nursing.
3. Facilitate effective communication among nurses providing pain management.
4. Encourage the professional development of nurses providing pain management.
5. Encourage and support systematic study, evaluation, and research related to pain management nursing care.
6. Promote the delivery of quality pain management nursing care.
7. Speak for the nursing profession with governmental bodies and the public on issues that concern pain management.
8. Establish standards of clinical nursing practice and nursing education.
9. Develop and maintain collaborative relationships with other related organizations.

ARTICLE III

MEMBERSHIP

Section 1. CLASSIFICATION

There shall be six classifications of membership which are: Active, International, Student, Honorary, Lifetime, and Corporate.

Section 1.1 Active member

Any United States citizen or permanent resident who lives within or outside of the boundaries of the United States and is licensed to practice as a professional registered nurse interested in pain shall be eligible for active membership. An active member may vote, hold office, and serve on committees.

Section 1.2 International member

A professional registered nurse licensed and practicing outside the United States, and not licensed in the United States shall be eligible for international membership. International members shall be excluded from holding office and voting. An International Member may be asked to be a non-voting committee member if approved by the Board of Directors.

Section 1.3 Student member

Any individual enrolled full-time in an education program is eligible for student membership. This includes students enrolled in nursing education programs leading to eligibility for registered nurse licensure, BSN degree completion programs, and advanced degree programs. Student members shall be excluded from voting, holding office, and serving as committee members.

Section 1.4 Honorary member

Any individual who has made distinguished contributions to pain management nursing or has furthered the objectives of the Society shall be eligible for honorary membership. Individuals shall be elected to honorary membership by unanimous vote of the Board of Directors. Honorary members shall be excluded from voting, holding elected office, and serving as committee members. Honorary members who were eligible voting members upon election to honorary membership status shall retain their rights and privileges in the Society.

Section 1.5 Lifetime member

Any active member in good standing shall be eligible for lifetime membership. At the discretion of the Board of Directors and upon recommendation of the Membership Committee, lifetime membership may be conferred in special circumstances. A lifetime member shall have all rights and privileges of an active member, including one vote, but shall be exempted from paying dues.

Section 2. QUALIFICATIONS AND PRIVILEGES

A non-voting member of any classification may not nominate members of the Society for elected offices/positions.

Section 3. DUES

The Board of Directors shall determine dues.

ARTICLE IV

OFFICERS AND BOARD OF DIRECTORS

Section 1. ELECTED OFFICERS

The five (5) elected officers of the Society shall be the President, President-Elect, Immediate Past President, Secretary, and Treasurer.

Section 1.1 President

The President shall be the Chief Executive Officer of the Society and shall: 1) preside at the meetings of the Board of Directors and at the annual business meeting, 2) serve as ex-officio member of committees of the

Society except as otherwise provided by these bylaws, and 3) perform such other duties as prescribed by the Board of Directors.

Section 1.2 President-Elect

The President-Elect shall: 1) assist the President the performance of his/her duties as requested, 2) substitute for the President when required, and 3) automatically assume the office of President for a term of one year at the end of the President's term.

Section 1.3 Immediate Past President

The Immediate Past President shall: 1) assist and advise the President and the President-Elect in the performance of their duties, 2) substitute for the President or President-Elect when requested, and 3) serve as Chair of the Nominating Committee.

Section 1.4 Secretary

The Secretary shall: 1) record the minutes of all meetings of the members and of the Board of Directors, 2) be responsible for any other duties of the Society as requested by the President or Board of Directors.

Section 1.5 Treasurer

The Treasurer shall manage the finances of the Society.

Section 2. EXECUTIVE COMMITTEE

The elected officers of the Society shall constitute the Executive Committee. The Executive Committee shall conduct the business of the Society between meetings of the Board.

Section 3. BOARD OF DIRECTORS

The Board of Directors shall be composed of the elected officers plus six (6) At-Large Directors elected by the membership. The Board of Directors shall conduct the business of the Society.

Section 4. MEETINGS

The Board of Directors shall meet at such times they or the President shall determine, but shall hold the annual board meeting at the time and place of the annual meeting of the Society.

Section 5. TERM OF OFFICE

The term of office shall begin at the close of the Annual Meeting of the Society in the year of election.

Section 5.1

The President and President-Elect shall be elected each year and serve one-year terms or until their respective successors have been duly elected.

Section 5.2

The Secretary, Treasurer, and Directors shall be elected to serve a term of two (2) years.

Section 5.3

Three at large directors shall be elected each year to serve a term of two (2) years.

Section 6. VACANCIES

The President-Elect shall fill a vacancy in the office of the President. A vacancy on the Board of Directors shall be filled by an interim appointment by the Board of Directors.

ARTICLE V

MEETINGS

Section 1. ANNUAL MEETING

An Annual Meeting of the membership shall be held at a time and place determined by the Board of Directors.

Section 2. SPECIAL MEETINGS

The Board of Directors may call a special meeting of the membership provided notification is given to all members at least 30 days prior to the date of the meeting.

Section 3. QUORUM

For all meetings, a simple majority of members present shall constitute a quorum for the transaction of business.

ARTICLE VI

NOMINATIONS AND ELECTIONS

Section 1. NOMINATING COMMITTEE

The Nominating Committee shall be composed of five (5) voting members. The Chair shall be the Immediate Past President. The other four members shall be elected by the membership.

Section 1.1 A member of the Nominating Committee shall not be a candidate for any elected position during his/her term on the Committee.

Section 1.2 A vacancy on the Nominating Committee shall be filled by appointment by the Board of Directors

Section 1.3 Members of the Nominating Committee shall serve a one year term.

Section 2. NOMINATIONS

Candidates for office shall meet the established qualifications and shall consent to serve if elected.

Section 3. ELECTIONS

Elections shall take place by mail ballot. A plurality vote for any office shall constitute an election. In case of a tie, the election shall be determined by lot.

ARTICLE VII

CHAPTERS

Section 1. CHARTER

The Board of Directors shall approve, grant, and monitor chapter charters.

Section 2. MEMBERSHIP

Members of local chapters must also be members of the national Society.

ARTICLE VIII

TASK FORCES AND COMMITTEES

Section 1. TASK FORCES

The Board of Directors shall establish Task Forces as necessary to accomplish the work of the Society. Task Forces may be initiated upon the request of any members and the endorsement of the Board of Directors.

Section 2. STANDING COMMITTEES

Standing Committees shall be established by the Board of Directors to accomplish the work of the Society. The standing committees of the Society shall be Achievements & Recognition, Clinical Practice, Government Relations, Membership, Program, and Research.

ARTICLE IX DISSOLUTION

In the event of dissolution of the American Society for Pain Management Nursing, any remaining assets shall be placed with an existing organization of similar purposes and goals. The Board of Directors shall make this decision at the time of dissolution.

ARTICLE X

PARLIAMENTARY AUTHORITY

The rules contained in *Robert's Rules of Order, Newly Revised*, current edition, shall govern the Society in all cases to which they are applicable and in which they are not inconsistent with these bylaws and any special rules of the Society.

NEW ARTICLE XI

AMENDMENTS

These bylaws can be amended by mail ballot, wherein a plurality vote shall constitute adoption of the amendment.

II. Model Chapter Bylaws

ARTICLE I NAME

The name of this organization shall be the **American Society for Pain Management Nursing** [*name*] Chapter (**ASPMN** – [*name*] Chapter). This organization is a chapter chartered by the **American Society for Pain Management Nursing** whose bylaws regulate this chapter and its members.

ARTICLE II PURPOSE

The purpose of the **American Society for Pain Management Nursing** shall be to unite professional registered nurses dedicated to promoting the highest standards of care for patients of all ages experiencing pain throughout the lifespan.

Should the chapter want to add goals as are done in the national bylaws that would be acceptable. The only precaution is to be sure that any goal is within the scope of the organization and that scope is defined in the purpose statement. The local chapter is not authorized to have a purpose or goal that is outside the scope of the purpose as stated in the national bylaws. If goals are added, the format of this article should be consistent with the national bylaws: A. Purpose B. Goals or Functions of the Chapter.

ARTICLE III MEMBERSHIP

Section 1: Membership in this chapter shall be open only to members of the **American Society for Pain Management Nursing**. Application for membership shall be made to the Chapter Board of Directors and shall become effective upon approval of the chapter Board of Directors and the National Board of Directors.

No person may be a member of the chapter if that person is not also a member of the National Organization.

Section 2: There shall be six classifications of membership which are: Active, International, Student, Honorary, Lifetime, and Corporate, described as:

Active Member:

Any United States citizen or permanent resident who lives within or outside of the boundaries of the United States and is licensed to practice as a professional registered nurse interested in pain shall be eligible for active membership. An active member may vote, hold office, and serve on committees.

International Member:

A professional registered nurse licensed and practicing outside the United States, and not licensed in the United States shall be eligible for international membership. International members shall be excluded from holding office and voting. An International Member may be asked to be a non-voting committee member if approved by the Board of Directors.

Student Member:

Any individual enrolled full-time in an education program is eligible for student membership. This includes students enrolled in nursing education programs leading to eligibility for registered nurse licensure, BSN degree completion programs, and advanced degree programs. Student members shall be excluded from voting, holding office, and serving as committee members.

D. Honorary Member:

Any individual who has made distinguished contributions to pain management nursing or has furthered the objectives of the society shall be eligible for honorary membership. Individuals shall be elected to honorary membership by a unanimous vote of the Board of Directors. Honorary members shall be excluded from voting, holding elected office, and serving as committee members. Honorary members who were eligible voting members upon election to honorary membership status shall retain their rights and privileges in the society.

E. Lifetime Member:

Any active member in good standing shall be eligible for lifetime membership. At the discretion of the Board of Directors and upon recommendation of the Membership Committee, lifetime membership may be conferred in special circumstances. A Lifetime member shall have all rights and privileges of an active member, including one vote, but shall be exempted from paying dues.

● **A chapter may decide whether or not to include any or all of the following classifications: Honorary or Lifetime.**

Section 3: Membership Year/Fiscal Year

The Board of Directors shall determine the annual dues for the various classes of members. Dues shall be no more than 50% of national dues and shall be payable on the membership anniversary date of each year. Dues are delinquent 60 days following the annual date of renewal. A member whose chapter dues or national dues become delinquent, shall be automatically dropped from membership in the chapter. Members can be reinstated upon payment of their dues. Dues are not refundable.

The fiscal year shall be July 1st through June 30th.

Membership dues may be prorated if membership is less than one year.

ARTICLE IV
OFFICERS

Section 1: The officers shall be a president, president-elect, secretary, treasurer and _____ directors. These officers shall perform the duties prescribed by these bylaws and by the parliamentary authority adopted by the chapter. The number of officers and directors needs to be determined by the size of the chapter. A chapter may find it advantageous to stagger the terms of the directors, e.g. each director has a 2-year term and half are elected each year. Small chapters may choose to combine offices, but unless your bylaws read otherwise, there is nothing preventing a person from holding more than one office at a time.

Section 2: The officers shall be elected to serve for 1 year or until their successors are elected. Their term of office shall begin on _____. No member shall be eligible to serve more than 2 consecutive terms in the same office. A chapter might consider having a term of office for the president, president-elect, secretary, and treasurer and a different term of office for the directors. The directors might be a 2-year term with other officers a 1-year term. Remember there is not a regular election for the office of president since the election to the president-elect position automatically makes that person president at the completion

Section 3: The president-elect shall fill a vacancy in the office of president. A vacancy for any other office shall be filled by a vote of the Board of Directors.

Section 4: At the _____ meeting, the chapter shall elect meeting a nominating Committee. It shall be the duty of this committee to nominate candidates for the offices to be filled at the _____ meeting. Before the election at the _____ meeting, additional nominations from the floor shall be permitted.

The election must occur by March 1 so the newly elected officers may receive leadership training at the ASPMN Annual Meeting

Section 5: Duties of the Officers

President: The president shall be the Chief Executive Officer of the chapter and shall:
Preside at the meetings of the Board of Directors and the annual business meeting
Be responsible for executing policies determined by the Board of Directors
Act as the chief spokesperson for the Society
Serve as ex-officio member of committees of the Society except otherwise provided by these bylaws
Appoint chairperson of special committees
Have authority to sign all checks, disbursements, and legal documents

President-Elect: The president-elect shall:
Assist the President in the performance of his/her duties as and when requested
Substitute for the President when required, including chairing meetings in the absence of the President
Automatically assume the office of the President for a term of one year at the end of the President's term
Assume duties of the President

Secretary: The Secretary shall:
Record the minutes of all meetings of the members and of the Board of Directors
Maintain correspondence for ASPMN
Notify members of all meetings
Be responsible for any other duties of the Society as may be requested by the Presidents of Board of Directors
Be responsible for providing the Annual Report to the National Organization

Treasurer: The Treasurer shall:
Receive and have custody of the Society's funds and securities
Maintain a full and accurate record of receipts and disbursements of funds belonging to the Society
Deposit all monies and valuable effects in the name and to the credit of the Society in such depositories as may be directed by the Board of Directors
Present a statement of receipts and disbursements to the Board of Directors and Membership at the annual business meeting
Be responsible for any other duties of the Society as may be requested by the President of Board of Directors
Be responsible for providing the Annual Fiscal Report to the National Organization

The Treasurer and President shall have the authority to sign all checks, disbursements, an legal documents
The Treasurer shall substitute for the President if the President, President-Elect, or the Immediate Past President is unable to serve.
For any expenditure over \$50, the President/Treasurer must seek a quorum vote from the membership.

ARTICLE V
BOARD OF DIRECTORS

SMALLER CHAPTERS MAY CHOOSE TO OMIT THIS ARTICLE AND HAVE ONLY AN OFFICERS ARTICLE

Section 1: The officers of the chapter shall constitute the Board of Directors.

Section 2: The Board of Directors shall have general supervision of the affairs of the chapter between its business meetings, fix the hour and place of meeting, make recommendations to the chapter, and shall perform such other duties as are specified in these bylaws. The Board shall be subject to the orders of the

chapter and none of its acts shall conflict with action taken by the chapter. The Board has no power which is not given to them by the bylaws.

Section 3: Regular meetings of the board should be included in the bylaws.

Section 4: Special meeting of the Board may be called by the president and shall be called upon the written request of three members of the Board.

Section 5: A majority of the members of the Board shall constitute a quorum.

Section 6: Between meetings of the Board, business may be conducted by a conference call.

If the Board intends to use the tools listed in **Section 4** through **6**, it must be established in the bylaws.

ARTICLE VI MEETINGS

Section 1: Regular meetings of the chapter shall be held at least _____ at a place determined by the Board of Directors.

A minimum of 4 meetings per year is required. The following are some of the possible choices for wording of this section:

Regular meetings of the chapter shall be held monthly at a time and place determined by the Board of Directors.

Regular meetings of the chapter shall be held monthly, except for the months of July and August, at a time and place to be determined by the Board of Directors.

Regular meetings of the chapter shall be held quarterly at a time and place to be determined by the Board of Directors.

Section 2: The regular meeting held _____ shall be known as the annual meeting and shall be for the purpose of electing officers, receiving reports of officers and committees, and for any other business that may arise.

Section 3: Special meetings may be called by the president or by the Board of Directors and shall be called upon the written request of _____ members of the Chapter. The purpose of the meeting shall be stated in the call. Except in cases of emergency, at least 3 days notice shall be given.

Section 4: _____ of the members of the chapter shall constitute a quorum. The chapter should determine the quorum using the guidance given in its parliamentary authority: "The quorum should be as large a number of members as can reasonably be depended on to be present at any meeting, except in very bad weather or other exceptionally unfavorable conditions." As the chapter grows this number will need adjustment unless you indicate a fraction, e.g. 1/4, a majority, 1/3, etc.

ARTICLE VII COMMITTEES

Section 1: The Executive Committee shall be composed of the president, the president-elect, secretary, and treasurer. The Executive Committee shall have general supervision of the affairs of the chapter between meetings of the Board of Directors. The Executive Committee shall be subject to the orders of the chapter and the board, and none of its acts shall conflict with actions taken by the chapter or the board.

Section 2: The Program Planning Committee shall be composed of a chairman, appointed by the president and approved by the Board of Directors, and a minimum of _____ members who are appointed by the chairman. The Program Planning Committee shall be responsible for preparation of the programs at the chapter meetings.

This section and succeeding sections should list the standing committees that are desired by the chapter. A standing committee does not exist without creation here. This section should tell the name of the committee, its make up and its purpose.

Section 3: Such other committees shall be appointed by the president as the chapter or the Board of Directors shall from time to time deem necessary to carry out the work of the chapter. The president shall be ex-officio, a member of all committees except the Nominating Committee.

ARTICLE VIII DISSOLUTION

In the event of dissolution of the chapter, the distribution of any remaining funds will go to the **American Society for Pain Management Nursing**.

ARTICLE IX PARLIAMENTARY AUTHORITY

The rules contained in the current edition of *Robert's Rules of Order, Newly Revised* shall govern the chapter in all cases to which they are applicable and in which they are not inconsistent with these bylaws, the bylaws of **ASPMN**, and any special rules of order of the chapter or **ASPMN**. The local chapter must keep the same parliamentary authority as the National Organization.

ARTICLE X AMENDMENTS

Section 1: These bylaws may be amended at any regular meeting of the chapter by a two-thirds vote, provided that the amendment has been submitted in writing at the previous regular meeting.

Section 2: Any amendment to the **ASPMN** bylaws that directly affects these bylaws shall automatically amend these bylaws. Notice of required wording change shall be incorporated upon receipt from **ASPMN** and shall be distributed to each chapter member. In the event of optional wording being provided by **ASPMN**, amendment shall be made by a majority vote with notice submitted in writing at the previous regular meeting.

Section C Chapter Administration

Guidelines for Administration of Chapter Business

Introduction - The chapter Board of Directors, on behalf of the membership, will direct the business and financial affairs of the chapter. A general business meeting will be held at least annually with the general membership. The annual meeting will include the installation of new officers and legislative activities of the chapter incorporating committee reports.

Board of Directors' Meetings –

The Board of Directors will meet at least bi-annually. The purpose of the meetings is to direct the business and financial affairs in a fiscally responsible manner, establish administrative policies and long-range goals and objectives, and foster growth and development of the organization.

Each committee is expected to submit a written report annually to the Board of Directors. The President will set the due date for the written report.

Agendas should be published in advance of the meeting. (Refer to Sample Agenda)

Minutes of the previous meeting should be sent to all members of the Board of Directors and committee chairs prior to the meeting.

A summary of actions from the meeting should be available to the membership.
The Board should establish a quorum.

A sample Agenda for the Business Meeting

Call To Order

Routine Business

1. Approval of the agenda
2. Approval of the minutes from the previous meeting
3. Communications (read by the secretary)
4. Reports
 - Chair
 - Other officers
 - Standing committees
 - Special committees

Old Business and Unfinished Business

Items under discussion at the adjournment of the previous meeting
Items promoted by decision or discussion at the previous meeting

New Business

Most important or most urgent item
Second most important or urgent item
Other business

Adjournment

Chapter Membership Meetings

A business meeting is held at least once a year to determine chapter activities and receive committee and officer reports, in addition to the following:

Legislation: Approval of bylaws (as necessary).

Sharing chapter information, progress, and accomplishments.

Election and/or installation of officers.

Selection of new members to committees.

A very brief summary of the chapter membership meeting should be presented and published in the chapter newsletter.

A quorum will be as outlined by the individual Chapter Bylaws.

Suggested Items to be Placed on Chapter Membership Meeting Agenda

Officer Roll Call

Approve minutes of previous meeting

Reports of chapter officers

Reports of standing committees as identified by individual chapter's bylaws. (The chapter may determine that each committee does not need to report at each business meeting.)

Special committee reports

Goals and objectives for the fiscal year

Budget for the fiscal year

National Organization communications

Items for action

Delegation of responsibilities to officers/committees

Calendar review

Continuing Education Program

Next meeting date and proposed agenda

Guidelines For Chapter Policy Development

Definition and Purposes of Policies – Policies are the guiding principles that reflect the views of the membership. Policies are established to expand the provisions and implement the chapter's bylaws. Established policies based on the bylaws are the governance for a chapter's work. The policies are developed in procedures, step-by-step, and how-to-do instructions. Policy-making involves the entire membership either directly or indirectly. Policies are either originated by or recommended to the Board of Directors, and when necessary to the membership for action.

Implementation and Administration of Policies

Authority – Policies are drafted, adopted, and amended under the authority of the Board of Directors.

Time – The making of policy is a long-term undertaking calling for considerable research, foresight, and creativity.

Administration – Refers to the implementation of the policy. This requires a high degree of practical knowledge and experience in implementation.

Chapter Policies – The chapter bylaws are the basis of the chapter policies. They are translated into the development of the policies. It is expected that as the goals of the organization change, so, too, must the policies. It is the responsibility of the Board of Directors to review and recommend changes in the organization's objectives, thereby resulting in policy changes. Many proposed

policy changes originate within committee reports.

Committee Reports - Formal committee reports, recommending a policy change or relaying information to the Board of Directors, are to be presented in written form for consideration at a scheduled meeting. These committee reports can be any of the following:

- Request for interpretation of an existing policy.
- Request for approval of a change in an existing policy relating to a new publication, project, or program.
- Request for action to adopt a policy.

Chapter Rights and Responsibilities - As indicated in the Chapter Formation Packet established by the national organization, chapters shall meet the following requirements to be in good standing:

- The chapter's mission, goals, objectives, and activities must not conflict with those of the national organization.
- All officers must be members of the national organization.
- Chapters must be financially independent.
- Chapters will develop bylaws.
- Chapters will complete annual report promptly.

Section D: Chapter Standards and Policies

Introduction - The Chapter Standards and Policies is a reference guide for chapter leaders to use when setting priorities and conducting chapter business. New chapters are expected to conform to these standards and policies. Established chapters are to acknowledge that national leaders have endorsed them and study the rationale behind them. The Chapter Services Specialist and National Chapter Development Committee are committed to supporting chapter leaders in their efforts to establish a successful chapter in their local area.

Chapter Accountability Standards

Chapters are expected to comply with the following accountability standards, to provide members of the chapter with an identified level of service for their chapter dues, and to decrease the risk of liability and integrity issues.

Chapters will attain tax-exempt status.

Chapters will review their bylaws annually to ensure current practices are reflected and update changes that occurred in National Bylaws.

Chapters will cash checks within 90 days of issue.

Chapter officers will not allow their local or national membership to lapse during their term of office.

The chapter committee chair will not allow his/her chapter membership to lapse during his/her committee appointment.

Chapters will have a representative at the national meeting at least once every three years.

Chapters will hold elections annually.

Chapters will update the National Office about election results within one month of the election.

The Chapter's fiscal years will be parallel to ASPMN's fiscal year.

Chapters will conduct a minimum of three meetings annually.

Rationale:

Inactive chapters do not service members who pay chapter dues.

Chapter Board members have a higher risk of liability if the chapter does not attain tax-exempt status.

ASPMN's integrity could be jeopardized if chapter bylaws do not reflect current practices or if chapter bylaws do not coincide with ASPMN national bylaws.

Consistent elections and fiscal years facilitate timely distribution of the *Chapter Resource Manual* and accurate correspondence with IRS.

Procedure:

When a chapter is formed, charter members agree to meet the chapter accountability standards.

Chapters that were formed before 2003 will be notified about chapter accountability standards via the *Pathways* newsletter and the 2003 Chapter Resource Manual.

Chapters that do not comply with chapter accountability standards will be at a higher risk for disbandment, as specified in the policy entitled Disbanding Chapters.

II. Maintaining Active Chapter Status

An active chapter meets regularly, maintains membership lists, provides continuing education and networking opportunities, and maintains financial stability and independence. Active chapters:

Review their bylaws annually.

Conduct regular elections and fill all chapter leadership positions.

Use operating plans and budgets to schedule future operations and to determine goals and objectives.

Review or audit financial records, maintain tax-exempt status, and file any required federal, state, or local tax returns.
Submit an annual and financial report to the National Office annually in July.

A chapter's charter will be declared invalid and the chapter will be automatically disbanded if the chapter **fails** to (1) comply with its bylaws or (2) the written policies of the ASPMN or (3) to properly submit for renewal of its Chapter Charter. The following situations are examples that may lead to disbandment of an ASPMN chapter:

- Failure to maintain tax-exempt status by not filing tax returns, if required; engaging in substantial activities to influence legislation; or participating to any extent in a political campaign for or against any candidate for public office.
- Failing to notify the National Office when chapter bylaws have been reviewed/ revised.
- Financial insolvency or bankruptcy.
- History of lapsed officer positions.
- Failure to conduct at least one annual business meeting.
- Failure to offer at least one continuing education opportunity to the chapter membership.
- Conducting business in a manner contrary to the chapter bylaws and/or the ASPMN bylaws.

Other situations may arise that merit the dissolution of a chapter and will be reviewed by the Chapter Services Specialist, the Chapter Development Committee, and the ASPMN Board of Directors. Chapters may include an article in their bylaws that allow the membership to determine when to cease activities.

Chapters identified as being ineffective or inactive will be notified in writing and given the opportunity to address the problems identified. Chapters that are determined to be inactive may be given a one-year grace period to reorganize and re-submit for charter, if requested in writing and approved by the ASPMN Board of Directors.

Assets of the chapter must be permanently dedicated to its exempt purpose. This means that should the chapter disband, its assets must be distributed for an exempt purpose, and not to the chapter's present membership.

Rationale: Inactive chapters are not providing service to their members. Chapters that are not functioning within ASPMN's national bylaws threaten the reputation of ASPMN and bring forward potential liability issues.

Procedure: When a chapter elects to disband of its own accord (method specified in the chapter bylaws) or when the ASPMN Board determines that a chapter should be disbanded, the following guidelines will apply:

- The Chapter Services Specialist will notify the current chapter officer that the chapter has been identified as an ineffective or inactive chapter and explain the reasoning for the action.

- A chapter shall have the right to request a one-year period in which it can attempt to reorganize and resume normal activity. The chapter shall reform and submit documentation for charter review and approval as if it were a newly forming chapter.

- Upon final determination or direction to disband, the Chapter Services Specialist will remove the chapter name and contact information from the chapter list and the Web site.

- After paying all outstanding chapter debts, the remaining funds will be donated either to ASPMN or to any other qualifying tax-exempt organization under Section 501(c)(3) of the Internal Revenue Code.

III. Chapter Elections

Elected officers will be specified in the chapter bylaws. Chapters will hold elections annually. Chapters are required to update the National Office when new officers are elected. This information is typically included in the annual report (due July 31st) with the officers' names and date of term included. All officers must be members of the chapter and hold active membership in ASPMN.

Rationale:

- Officer information is necessary to update the IRS annually for ASPMN's group tax-exemption filing.
- Officer information is included in the chapter contact list and on ASPMN's Web site.
- Mailings from the National Office to chapters will go to the designated contact officer.
- Current officer lists are critical to disseminate information.

Procedure: Annual report forms are provided to chapters in June. If elections are held in the spring, then submission of the Annual Report Form will include newly elected officers. If elections occur at any other time of the year, then the results must be reported separately within one month of the election.

IV. Annual Report and Chapter Renewal

The Chapter Annual Report and Financial Report forms are due at the ASPMN National Office by July 31st of each year. The forms are provided by the National Office. It is recommended that the person who served as president and treasurer during the reporting year complete the forms. The following are to be submitted to the ASPMN office:

- Completed Annual Report and Annual Financial Report
- Copy of bylaws, if changed since last submission (please highlight any changes)
- List of current officers and members with addresses and telephone numbers
- Statement of chapter address change, if applicable
- Copies of federal, state, and local tax filings (if required)

Section E Chapter Officers and Duties

President

- Be the executive officer and administer all business of the chapter as stated in the bylaws.
- Develop agendas for Chapter Board meetings and General Membership meetings.
- Confirm chairperson appointments for all standing committees.
- Delegate responsibilities (not otherwise handled by the chapter bylaws) to the chapter officers or committees.
- Preside at Board and General Membership meetings.
- Communicate the business, projects, and activities of the Board of Directors to the membership.
- Represent the Chapter to the Executive Board of ASPMN.
- Arrange an orientation meeting, following the annual membership meeting, for the newly installed officers and committee chairs.
- Be responsible for corresponding with the Chapter Specialist at the National Office.
- Oversee the preparation of the Chapter Annual Report to ASPMN.

Vice President

- Perform the duties of the President in the President's absence.
- Succeed to the office of President and serve until the next election in the event that the President vacates his/her office during the term.
- Become acquainted with the duties of the President.
- Perform duties as delegated by the President.
- Serve as a member of the Executive Board.

Vice President/President Elect - If the Vice President also serves as the President Elect, this person will succeed into the presidency at the end of the presidential term.

Secretary

- Record, distribute, correct, and maintain proceedings of the Board and General Membership meetings.
- Conduct social correspondence for the Chapter at the direction of the President, the Board, or the General Membership.
- Perform duties as delegated by the President.
- Serve as a member of the Executive Board.

Treasurer

Be responsible for the financial affairs of the chapter:

- Collect dues of the Chapter

- Makes payments of Chapter obligations

- Maintain accurate accounts of receipts and disbursements

- Present a financial report at each General Membership meeting

Prepare the books for an annual audit

Assist the President in preparing the documentation for the annual Chapter renewal.

Perform duties as delegated by the President.

Serve as a member of the Executive Board.

Section F Committees

The following committees are recommended for each chapter as standing committees or ad hoc committees:

Bylaws - The Bylaws Committee is responsible for interpreting the bylaws, receiving and studying all suggested changes to the bylaws, drafting proposed changes including rationale and submitting them to the Board of Directors for review, and presenting proposed changes to the membership for vote.

Education/Research - The Education/Research Committee coordinates the newsletter, prepares and facilitates educational programming for all members, and facilitates communication of current pain management nursing research and innovative pain management nursing practices and programs to the general membership.

Budget/Finance - The Budget/Finance Committee prepares the annual budget for the coming fiscal year in conjunction with the Treasurer and submits it to the Executive Committee for approval. The Committee will accurately account for monies received and dispersed for purposes of the Chapter's activities. Fundraising activities will be determined by the Committee, and the plans will be ratified by the Board.

Membership - The Membership Committee actively promotes expansion of membership through recruitment and retention programs.

Nominating - The Nominating Committee prepares a ballot which will be submitted to the Executive Committee for review at least 15 days prior to the election.

Section G Chapter Financial Management

Financial Principle – The role of the Treasurer in a non-profit organization is an important one. The Treasurer is responsible for making sure that financial records are accurate and maintained. However, the election or appointment of a Treasurer does not relieve other chapter officers and Governing Body members of their fiscal responsibilities. The chapter Governing Body and officers should be involved in setting financial goals for the chapter and in preparing and approving the financial plan. The Governing Body should review the financial plan to ensure that the projected income (revenues) and expenses are realistic.

Governing Body Responsibilities – The Governing Body is ultimately responsible for the wise and effective management of the chapter's financial resources. To meet these responsibilities, the Governing Body performs the following functions:

Adopts a financial plan consistent with the chapter's goals and its financial resources.

Establishes written financial policies and procedures and reviews them at least once a year.

Monitors the income and disbursement of funds on a regular schedule.

Ensures an annual audit/review.

Provides for annual financial reports to chapter members.

Treasurer's Responsibilities – The Treasurer is responsible for chapter financial transactions and record keeping. Additionally, the chapter Treasurer maintains all the financial records and reports required by the federal and state governments.

Manages the chapter's financial records and financial information system and recommends system changes when indicated.

Recommends financial policy and procedures to the Governing Body.

Presents a written financial report to the Governing Body at least quarterly and to the membership annually.

Works closely with an internal audit committee, if established.

Initiates and prepares all chapter financial reports required by the National Office and mails them to the National Office following the chapter President's review and signature.

Prepares and submits all tax forms required by the state and federal governments.

IV. Chapter Financial Records – The Treasury files should be kept indefinitely and should contain the following:

Copy of bylaws and policies with authorization of disbursements.

Copy of the financial plan.

Receipt book to acknowledge monies received.

Checkbook to disburse funds as authorized.

Treasurer's account books, including bank statements, deposit slips, and cancelled checks.

Updated roster of chapter members.

Tax records, including employer identification number.

Fund raising records.

Auditor's reports.

Inventory of goods in stock.

V. Financial Regulations and Overview of Chapter Tax Exemption

Fiscal Year – Chapters will identify July 1 through June 30 as their fiscal year in order to facilitate annual reporting to the National Office.

Employer Identification Number (EIN): The chapter must use an EIN if it is non-profit, even if it does not have employees. Most banks will require the chapter to apply to the IRS for an EIN in order to open a checking account. The chapter can apply for an EIN (form SS-4) by contacting the IRS Service Center listed for the chapter's area in the SS-4 instructions.

501(c)(6) Status: Chapters must be financially independent from ASPMN. If a chapter is, in fact, organized in accordance with the applicable requirements, the chapter may claim tax-exempt status without the need for an IRS ruling to that effect. Any chapter normally having annual gross receipts of not more than \$5,000 is exempt automatically if they meet the requirements for a 501(c)(6). Otherwise, to obtain recognition as a tax-exempt, entity you will need to apply with the IRS by submitting form 1024.

Filing: Every organization exempt from federal income tax under section 501 must file an annual information return (form 990) *except* those having gross receipts in each tax year that normally are not more than \$25,000. Even though an organization is recognized as tax exempt, it still may be liable for tax on its unrelated business income. Unrelated business income is income from a trade or business, regularly carried on, that is not substantially related to the charitable, educational, or other purpose that is the basis for the organization's exemption. An exempt organization that has \$1,000 or more gross income from unrelated business must file form 990-T, and must make quarterly estimated tax payments if it expects its tax for the year to be \$500 or more.

Forms: The chapter can request IRS forms and information by calling 800-829-3676 or via the Internet at www.irs.ustreas.gov Ask for:

Pub 557 Tax Exempt Status for Your Organization
Package 1023 Application for Recognition of Exemption under 501(c)(3)

Special Third Class Bulk Permit: Non-profit organizations are eligible for less costly postage rates. Acquire Form 3624 from the Post Office and submit it with documentation of the chapter's 501(c)(3) status and the \$75.00 annual fee. Organizations, which receive this special third class bulk postage rate, are excluded from using it for political activity. A bulk permit imprint must be printed or stamped on each mailing piece. The chapter must take all bulk mailing to the weighing section at the post office, which issues the mailing permit. For each mailing, the number of pieces must be at least 200 with the pieces sorted by zip code and bundled or stacked according to specifications from the post office. Bulk postage is third class mail so the delivery time is longer than for first class mail.

State Tax Exempt Status: State requirements for filing reports by non-profit organizations vary. Chapters should call the non-profit office of the Department of Revenue in their state and request information on requirements. The chapter will need to detail how it is organized (incorporated or unincorporated) and provide its IRS exemption status. If state forms are required to be filed for exemption from income tax, the chapter's non-profit status is ordinarily established by providing its IRS documentation. If the state income tax form requirement for filing is income in excess of \$25,000, then a copy of the chapter's federal form 990 may be attached to the appropriate state form. Please note that state tax exemption from income tax does not necessarily include exemption from sales tax.

Sales Tax Exemption: Some states provide for exemption from sales tax for non-profit 501(c)(3) organizations. This exemption provides that sales tax will not be added, when supplies are purchased or chapter initiations, programs, dinners, etc. are held. Chapters should check with their state's Sales Tax Department and if this type of exemption is available, file the necessary forms. If a State Sales Tax exemption number is obtained, the number can be used for excluding sales tax from affiliate purchases.

- VI. Strategic/Financial Planning – Financial planning is an essential part of chapter management. A financial plan should be prepared and adopted by the Governing Body before the beginning of each year. The financial plan should include the revenue the chapter expects to earn and the expenses it expects to incur. The steps in preparing a financial plan should coincide with the Strategic Planning Process:

Review the mission statements of ASPMN and the chapter. Objectives may also be identified in ASPMN's Strategic Plan. The Governing Body members should ask themselves what are the specific objectives they wish to accomplish during the next year. They should decide which activities need funding on an ongoing basis and evaluate the funding for new activities.

Decide how much each chapter activity will cost. It is important to get input from committee chairpersons about estimated financial plan requirements for the coming year. For new programs, an estimate of the cost should be submitted.

Decide how much money the chapter can raise. Input from the Fund Raising and/or Finance Committee is useful. Consider chapter membership dues, profits from educational events, and contributions from corporate sponsors and institutions.

Compare expenses to revenues. Usually the two do not match and some judgment must be made about which activities will be funded. This is a crucial point in financial planning. The Governing Body should be involved to determine the impact the financial plan will have on achieving the identified objectives.

Revise the expenses and revenues based on activities that will be funded to produce a final financial plan and refined Strategic Plan. The financial plan may be broken down into quarters and actual costs compared to projected costs for each quarter in order to track progress.

Finally, the Governing Body of the chapter must approve the financial plan. When the Governing Body approves the financial plan, it is accepting the responsibility to raise the projected funds and oversee the projected expenditures during the coming year.

VII. Sample Treasurer's Report

[Chapter Name]

Treasurer's Report

For November 2002

Cash Balance as of October 31, 2002 \$347.77

Income:

Dues	\$60.00	
Registration Fees	\$70.00	
Corporate donations	<u>\$1,000.00</u>	\$1,130.00

Expenses:

Copying	\$166.52	
Postage	\$397.13	
Misc.	<u>\$218.58</u>	\$782.83

Cash Balance as of November 30, 2008 \$695.54

(Name), Treasurer [Signature]

Section H Chapter Activities

Educational – Chapter activities serve dual purposes that include giving nurses the chance to show pride in their accomplishments and careers and educating the public.

Community Affairs – Nonprofit organizations offer many things to their communities, and nurses have special skills to make their contributions even more valuable. Self-promotion should not be the main reason your chapter undertakes a community affairs project, but publicity becomes a natural byproduct of the activity. Chapters can become involved in the community with a variety of projects. It is best to keep the projects focused on celebrating the specialty practice of pain management nursing so that you can use the strongest talents of your members. Remember, chapter visibility should not be the sole motivation for choosing an activity.

Community Service Organizations – Most community service organizations need new programs for their meetings. Use these organizations to promote ASPMN and its goals. Community service organizations include the Lions, Kiwanis, Elks; legislative groups, such as the League of Women Voters, United Way, and Common Cause; senior citizen groups; church groups; hospital auxiliary groups; public school students; parent-teacher groups; and teachers' professional organizations.

Open House – An open house can be planned for one or more facilities. Chapters with members from more than one hospital should appoint one person from each facility to a coordinating committee. Use the media to publicize your event. Contact the hospital newsletter, local newspapers, radio, and TV stations. Use your facility's Public Relations (PR) department to help write press releases; PR staff may know news contacts in the community that can help promote your activity. Publicize your event by creating flyers to post in hospitals, schools, libraries, and other public places. You may also want to consider sending invitations to specific individuals, departments, and/or businesses.

Create a media contact list and determine deadline schedules.

Prepare a news release, "who, what, where, when, and why"; describe the activities and purpose of your group; use direct quotes or testimonials; keep your paragraphs short; double check the facts in your copy and use spellchecker; use 8 x 10 black and white, glossy photos.

If an experienced writer is available consider a feature story about pain management nursing.

Expect your news release to be rewritten or shortened.

News releases for radio and TV should be even more concise; attach a fact sheet.

If you choose to have a spokesperson, he/she should be an expert and have poise, good speaking skills, and an assertive personality.

Obtain authorization to use equipment, supplies, and designate suitable areas to meet in. Make displays.

Seek donations for refreshments and keep the refreshment table clean and well-stocked.

Greet all guests.

Use large, easy to read signs.

Make presentations to the public and conduct tours.

Highlight new services offered at specific facilities.

Clean up afterwards.

Use a guest list and send thank you notes.

Presentations at Chapter Meetings – Conducting educational programs and providing contact hours for pain management nurses is an ASPMN goal. Although ASPMN conducts an Annual Meeting every year, not every nurse is able to attend. Chapters must provide continuing education at the local level. Appendix A, "Guidelines for Chapter Education," is an outline of all the items that should be considered when planning an educational offering. Planning for educational programs should be organized and systematic, and must reflect current themes that appeal to your audiences. Use speakers who are familiar to the audience and have experience in giving presentations.

- Schedule a date and time that does not conflict with other events
- Make sure the location is easily accessible, with adequate parking
- Develop a budget for the event: identify expenses such as food, room, costs, publicity, speaker honorarium, and audio visual costs; estimate the minimum attendance required; divide expenses by attendance to determine your break-even charge; add a profit amount that makes the event worth conducting
- Secure speakers and workshop leaders
- Apply for contact hours with your state nursing association
- Prepare a promotional brochure/registration form
- Fully staff the registration tables
- Provide adequate food and breaks throughout the program
- Use moderators to introduce speakers
- Evaluate the program by reviewing participant comments, logistics, publicity, and budget

Legislative – ASPMN has asked its Communications Committee to identify legislative issues pertinent to pain management. ASPMN strongly believes that each professional nurse should be knowledgeable of these issues, on both the state and national level, and that ASPMN and its chapters must encourage increased grassroots activism. **Individual members of ASPMN may only speak on behalf of the Society only with approval of the Governing Body.**

State Legislative Resources – Each state controls the nursing practice act in its jurisdiction. Because of the variety of government structures throughout the fifty states, each chapter must determine its state legislative structure. Maintaining current contact information (name, address, phone number, fax number, e-mail address) on key executive directors, lobbyists, legislators, and elected officials allows for a fast and flexible response to legislative initiatives. Nursing is not alone in trying to affect healthcare legislation. Consider the following organizations, and others, as resources:

- League of Women Voters
- State Nurses Association
- Governing Body of Nursing
- State Hospital Association
- Chambers of Commerce
- State Legislature
- Governor's office
- Department of Health
- Hospice

National Legislative Resources – There are many federal legislative resources available:

- House and Senate Congressional Representatives
- White House
- Department of Health and Human Services
- Health Care Financing Administration
- Social Security Administration
- National Family Caregivers Association
- Care Share
- Meals on Wheels Association of America
- National Resource Center on Supportive Housing and Home Modification
- National Fraud Information Center
- Veterans Administration
- National Health Law Program

Lobbying Law – ASPMN and its chapters are organized as scientific and educational non-profit, tax-exempt associations as defined in the Internal Revenue Code (IRS), Section 501(c)(6). As such, they are restricted in regard to lobbying and political activity. The organization may devote

only an insubstantial part of its activities to the carrying on of propaganda, or otherwise attempting to influence legislation. It must not intervene in (including the publishing or distributing of statements) or participate to any extent in a political campaign for or against any candidate for public office. Thus ASPMN and its chapters must limit lobbying activities and must avoid all political activities. IRS case law interprets “insubstantial” as being lobby activity that is less than five percent of the associations overall activity.

Voting – Being prevented from participating to any extent in a political campaign for or against any candidate for public office as a representative of ASPMN or its chapters does not prevent you from exercising your right to vote. If ASPMN members wish to participate in a political campaign activity, they should do so as individuals and not as representatives of or on behalf of ASPMN. Registering to vote and then voting allows your members to exercise their strength. There is power in numbers. Help your members by providing voter registration information. Identify your state senate and house district and your congressional districts. The county clerk’s office will usually be able to validate voter information.

Resources – Knowledge is the key to becoming an active member of the legislative process. Chapters and their members can mount grassroots campaigns that influence the opinions of their elected representatives. Letters, phone calls, faxes, and e-mail messages all convey your sense of urgency and strong interest in the legislation being considered. The Internet and the myriad Web sites and links that exist today have made getting current information on legislators and legislative activities easier than ever before. Try the following sites first as you demonstrate your professional involvement.

The White House	www.whitehouse.gov president@whitehouse.gov
U.S. Congress	www.house.gov
U.S. Senate	www.senate.gov
Capitol Hill Newsletter	www.rollcall.com
Legislative Information	thomas.loc.gov
American Nurses Association	www.nursingworld.org
U.S. Dept. of Health and Human Services	www.dhhs.gov
National Conference of State Legislatures	www.ncsl.org

Letters to Legislators – You can influence legislators by making your expertise available to them. It is your responsibility to investigate key issues thoroughly, develop position statements based on factual information and cogent arguments, and then communicate your position to lawmakers. You can broaden their understanding of the issues.

Identify your elected representatives.

Be informed; know the issues; be accurate and reliable; avoid hearsay or second-hand information.

Refer to original documents.

Decisions are made at the committee level; target key health committees.

Refer to the bill number and common working title of the legislation.

Letters should include the following:

Action statement informing your representative what you want done

Bill name and number

Your credentials, expertise, or special knowledge

Major consequences that will result from the legislation and the effect it will have on constituents

Your point of view supported by facts and statistics

Your personal story or example

Restatement of how you want the representative to vote (yes, no, introduce the legislation, or encourage others to act)
A request for a response (you are entitled to this)

Use letterhead only if you are representing a facility or agency.
Always include your name, address, and contact information.
Avoid form letters; legislators want to hear your viewpoint.
Keep the letter brief and to the point.
Time your letter to coincide with key events.
Letter campaigns are more effective while committees are studying and writing legislation – prior to the vote.
Inform the legislator; do not cajole, demand, or threaten.
Avoid righteous or emotional clichés.
Avoid writing more than once to your representative; if you have time for more than one letter, write to the legislator’s peers.
Avoid multiple topics in one letter.
Do follow up with a “thank you” note when your legislator has acted in the manner you requested.
Use standard business letter formats:

A. SAMPLE LETTER

[Date]

[Your name & address]

The Honorable [full name of the elected official]
[Official Address]

Dear [Representative, Senator, Governor] [last name]:

I am writing to urge you to [support] [oppose] [bill number & name] which would [explain the consequences of the proposed legislation].

Briefly state why you [support] [oppose] the legislation. Use facts, observations, and statistics to strengthen your argument. Follow with a personal example.

I urge you to vote [yes] [no] for [bill number] so that the legislation will have [explain the preferred result of the legislation on constituents]. I would appreciate your response on this legislation.

Sincerely,

[Signature]
[Your name and certifications]

cc: [Other Elected Official’s Name]

Face-to-Face Contact with Legislators – Most representatives make themselves available to constituent visits, but are limited in the time that they can share with you. You must maximize the effectiveness of your short visit.

Make an appointment.
Go as a team with other nurses to maximize your visibility.
If the representative is not available, meet with the legislative assistant.

Introduce yourself; establish your credibility/professional expertise.
Be prepared; be factual; hit the main points.
Avoid nervous mannerisms; be authoritative; dress professionally.
If visiting as a group, select a spokesperson to lead the discussion.
Appointments seldom last longer than 30 minutes.
Use articulate rationales to support your position; constructively criticize opposing positions and do not attack their proponents.
Avoid nursing jargon.
Legislators are human; do not be intimidated; remain calm throughout the visit.
Always steer the conversation in the direction of the needs of the public.
Humanize the issue.
Know your legislator's position; seek areas where he/she may be sympathetic to your point of view; avoid heated arguments.
Summarize the main issues and/or leave a fact sheet.
Leave a good impression; develop an ongoing relationship with the representative.
Offer your services in the future and end the meeting with a smile and handshake.
Follow up the interview with a "thank you" letter.
Phone calls are most valuable in acting upon last minute changes.
Phone calls at home should never be before 8:00 a.m., after 10:00 p.m., or on weekends.
If the representative is not available, speak to the legislative assistant or leave a short message.

THERE IS POWER IN NUMBERS! Set up phone, e-mail, or fax trees to quickly mobilize your membership and make a difference in your district.

Marketing – ASPMN and its chapters must recruit and retain members to remain a growing, professional association that can maintain its position of respect and authority within the medical field. Marketing is a continuing process performed by everyone. Marketing means making your chapter members and prospective members aware of ASPMN, its goals, and its activities. Marketing occurs when you share ASPMN news with a friend, mention an article in *Pathways* or the *Pain Management Nursing* journal, or when you formally approach a new nurse about membership. Marketing gives nurses information about ASPMN, its advantages, and its benefits. Without it, ASPMN and its chapters could not grow.

Membership Drives – Keep recruiting alive all year by conducting two membership drives each year. Base your Spring Campaign on the "member-get-a-member" concept; current members recruiting new members is a proven marketing concept. This type of campaign frequently offers incentives to both the recruiter and new member prospects. Your Fall Campaign can be more diversified. Offer discounts, prizes, or other special incentives, and focus not only on recruiting but also on retention. Remember to tie in your local campaigns with any national recruiting campaigns.

Member-get-a-Member Campaign

This effective method takes advantage of your strongest resource – current members.
Members want to become involved by helping their chapter succeed. They have the best knowledge of which nurses are prospects for membership.
Choose a campaign chair who knows the value of membership recruiting.
Keep accurate records; do not duplicate calls or lose information.
Set realistic goals that are quantifiable.
Develop a catchy, lively theme campaign.
Budget for publicity, promotional items, incentives for top recruiters, and incentives for prospects.
Plan a short campaign; 30-60 days is best; avoid schedule/calendar conflicts; piggy back on national campaigns.
Involve the members in campaign decisions to gain their support.
Announce the campaign and its rules prior to the start of the drive.

Advertise the success of your recruiting drive with newsletter stories.
Introduce each new member at your next chapter meeting; write a newsletter story; and send a “welcome” letter.
Send “thank you” notes and publicly recognize the top recruiters.

Recruiting – The following recruitment ideas have worked for other chapters:

- Establish a membership committee – choose enthusiastic, outgoing individuals to be members of the committee and have them identify potential members for the chapter.
- Set goals – make sure they are realistic/attainable, quantifiable, and challenging.
- Form a plan of action – use special events to your advantage; plan your recruiting activities in conjunction with conferences and special events where prospective members will be present.
- Assign responsibilities to each committee member – volunteers want to help; make sure to delegate tasks and responsibilities to them. They are the resources who can get the job done.
- Develop a prospect list – assign each facility to a committee member; identify the potential members and determine their status (e.g., active ASPMN member, inactive or previously an ASPMN member, or nurse new to pain management).
- Make retention the number one priority – It is easier and less expensive to keep members than to recruit new ones. Follow through by welcoming both newcomers and veterans alike; involve each using their knowledge and talents.
- Know the benefits – be prepared to list and explain the advantages of being an ASPMN member; be able to quote national and chapter dues, meeting times, and other basic information. Testimonials are powerful recruiting tools - explain why you joined ASPMN.
- Use friends to recruit friends.
- Offer a financial incentive - a free registration to a chapter activity does not involve a direct outlay of money; pay the first-year membership for a student.
- Survey your dissatisfied members – find out why they dropped out or why they never joined; listen to what they tell you and share this information with the membership committee.
- Prepare an FAQ sheet – frequently asked questions (FAQ) or misconceptions can be used to answer questions and dispel incorrect information.
- Contact the prospect often – studies show the average person will not decide to join until he/she has been approached multiple times.
- Avoid making enemies – if a prospect is seriously not interested, do not waste his/her time and yours; try again later in a different campaign.
- Use multiple approaches – direct mail and personal contact are the “one-two punch” that will win the fight for you; printed materials play an important role in preparing and informing your prospect, but personal contact is the most persuasive recruiting tool. Letters followed by a personal visit or phone call will be effective.

DIRECT MAIL CAMPAIGN

Create a membership prospect list centered within a 50-mile radius of your chapter.
Send each prospect a personalized letter. Make sure to include his or her name and current address information. Explain that you will be making a follow-up call. Have someone else edit your letter for misspellings, punctuation, and meaning.
Include promotional literature and application forms.
Follow up! Call, e-mail, or visit the prospect within two weeks. Invite him/her to the next chapter meeting as your personal guest and offer to provide transportation or other help.

TELEMARKETING TIPS

Be prepared to answer questions. You need to know when and where your meetings are held, what programs are available, how much dues will be, and other basic questions. Read your literature before making your phone call.

Use a script with key phrases or expanded notes to outline the topics you want to cover. Remember – it is a conversation; do not give a speech.

Explain how your prospect will benefit from joining ASPMN.

Schedule your calls away from the dinner hour and other times you might be interrupting the prospect. Avoid calls after 9:00 p.m.

Anticipate questions and objections; have answers prepared. If your chapter has high dues, be ready to discuss the value that results from those dues.

Listen to your prospect; tailor answers to handle the concerns that the prospect expresses.

Be honest; never fake an answer. Admit that you do not know the answer, research it, and quickly follow up with an answer. It will give you another opportunity to make contact with the prospect.

Do not be discouraged by rejection! A “no” is not a personal rejection.

Recognize that prospects may withhold their true feelings; they may not wish to discuss the real reason they choose not to join.

Do not try to win the argument! Your goal is to persuade them to join, not force them to agree with you on every topic.

Think long term. Even if the prospect does not join you can make a friend for ASPMN. Potential members may join later based on the positive image you portray now.

Close the call; ask the prospect to join ASPMN and do not be afraid to ask more than once.

Be the last one to hang up the phone; give your prospect the impression that he or she is important.

NEW MEMBER WELCOME CHECKLIST

- Add to the mailing list
- Send notice of next meeting
- Develop a new member packet
- Prepare a name badge
- Assign a chapter mentor
- Determine areas of interest for possible committee assignments
- Introduce at the next chapter meeting
- Have mentor sit with the new member
- Orient the new member on the chapter structure and activities
- Follow up with a phone call to answer any questions

Retention – Retaining current members is easier and less expensive than recruiting new ones.

Retention is prevention of lost memberships! Begin the retention effort by sending members renewal notices before their memberships lapse. Telephone members as an additional reminder. Personal contact can make a real difference.

- Use the active and inactive lists provided by the national office.
- Keep track of members who consistently miss meetings; they may be about to let their membership lapse. Contact them and invite them to your next meeting. Involve them in some chapter activity.
- Track inactive members and try to establish contact with them.
- Send a retention letter and ask them to rejoin. Follow your retention letter with a phone call to those people who do not respond.
- Survey former members as to why they did not renew their affiliation or attend meetings. Solicit their ideas, recommendations, complaints, and compliments to determine what you are doing well and how to identify and improve your chapter’s weak areas.
- Explain why membership is in their best interest.

- Use your chapter's newsletter to publish renewal dates for all your members (do not publish names of lapsed members).
- Develop a phone script and call the members whose memberships are, about to, or have already lapsed. Find out why they did not renew their membership. Be prepared to counter their reasons with positive answers. If the answer is still "no", remind them that the chapter and ASPMN will always be ready to welcome them back if they change their minds.
- Circumstances often change after six months. Make a personal call and simply invite the ex-member to an upcoming chapter meeting. Designate a committee (use individuals who know the inactive member) to greet and welcome those who attend your meeting. Use the opportunity to encourage the inactive member to rejoin ASPMN and the chapter.

Retention Tips

- Send a welcome letter or postcard to all new members.
- Display ASPMN and chapter membership applications and promotional materials at all meetings.
- At workshops set up a colorful membership sign-up table and staff it with knowledgeable members.
- Devote one annual meeting to membership recruitment and retention. Begin with a recruitment party, then sponsor a reception for new members to get acquainted with old members.
- Send "we miss you" postcards to members who chronically miss meetings.
- Develop a membership packet that promotes your chapter. Make sure potential members have access to these packets.
- Organize a "Bring a Body – Build a Chapter" campaign. Conduct a lottery; give one chance to win a cash prize for each person brought to the meeting.
- Rotate meeting sites to give all members and prospective members an opportunity to attend a meeting in their area.
- Offer discounts to first-time members; use chapter funds to pay the difference.
- Focus efforts on hospital administrators and nursing directors; if they see the value of ASPMN membership, they can influence their subordinates.
- Recognize new members and guests at every meeting; use a greeter at the door; keep a guest register.
- Distribute flyers to all hospitals and facilities promoting membership and meeting attendance.
- Plan a membership drive dinner; refund \$5 to new members who join; award a membership as a door prize.
- Establish a bulletin Governing Body to display announcements, newsletters, and other information. Consider creating a chapter Web site.
- Conduct most business at the Governing Body level and expedite meetings by using parliamentary procedure.
- Publish educational offerings in advance to heighten anticipation and participation.
- Publish pocket size calendars with ASPMN and chapter events and meetings highlighted.
- Plan fundraisers to stimulate attendance at meetings.
- Use surveys to determine members' needs and desires; be responsive – follow through on their recommendations.
- Use creative and catchy titles for programs.
- Plan fashion shows, charitable work, cocktail parties, and raffles to increase monthly attendance.
- Serve refreshments and rotate the responsibility among facilities.
- Provide childcare service at your meetings.
- Use a phone tree or committee to remind members about meetings and activities.
- Participate in community health fairs, school programs, and national campaigns.

Member Recognition

- Use door prizes to create an incentive to attend meetings. Save all names until the last meeting of the year and draw a name for a cash prize.
- Hold a recognition dinner for members who achieve certification.
- Award a “traveling” trophy to the facility with the highest percentage of attendance.
- Recognize the member who travels farthest to attend a meeting.
- Give a flower to each member attending special events.
- Feature a different member each month in your newsletter.
- Pay a member’s costs to attend the Annual Meeting.
- Identify facilities with color-coded badges; include a star or a ribbon for officers, Governing Body members, and committee chairs.
- Announce the election of officers and activities to local media.

D. Samples

RECRUITING LETTER

(Use chapter letterhead with ASPMN logo)

[Date]

[Name]

[Address]

[City, State ZIP code]

Dear [First name]:

American Society for Pain Management Nursing (ASPMN) is the first and only nursing specialty organization dedicated to helping you realize your full potential as a pain management. We are a growing, dynamic, and dedicated group of professionals who share ideas and information that improve the quality of patients with pain.

The [chapter name] Chapter of ASPMN is working to strengthen our membership, and we believe you can help by joining us as a member of our dedicated specialty organization. I have enclosed several brochures that explain the value of ASPMN membership and benefits. As an ASPMN member, your benefits include:

- A year's subscription to *Pain Management Nursing*, journal
- Reduced rates for continuing education at the annual ASPMN convention
- ASPMN's newsletter, *Pathways*.
- Opportunities to develop and use leadership skills at regular chapter meetings
- Professional development through active research, scholarship and education committees, an internship program, and an awards program
- Nomination into the ASPMN Fellows program, a program dedicated to advocacy for aging and health issues
- [ADD LOCAL BENEFITS]

You pay only \$95 national dues and \$ ___ chapter dues each year to obtain these benefits. That's a very small price for an investment with very high returns.

Please review the enclosed materials and I will call you within the next few days to answer any questions you may have.

I look forward to welcoming you as a new member of your professional association.

Sincerely,

Membership Committee Chair
[Chapter Name]

SAMPLE TELEPHONE SCRIPT

Good morning (afternoon, evening)! This is _____ with the _____ Chapter of the American Society for Pain Management Nursing.

I am calling to follow up on a letter I wrote to you about membership in ASPMN. Do you have a few moments? (If it is a bad time for your prospect, ask when you can return the call.)

Have you considered joining ASPMN?

(If the prospect answers “no,” respond with a positive benefit or advantage of membership.)

(If the prospect provides objections to membership, respond to the objections.)

(Follow your discussion of objections with positive benefits.)

Responses to Objections –

Objection: One nurse on the staff is already a member.

Response: That’s good for the facility, but, unless you are a member, you are missing out on reduced rates for educational offerings, your own copy of *Pain Management Nursing*, and many opportunities for professional networking.

Objection: It’s too expensive.

Response: ASPMN’s dues are among the lowest of all nursing associations. The benefits have helped me advance in my career and far outweigh the costs of membership. The information I get from *Pain Management Nursing* alone is worth the cost for me. Putting ASPMN membership on my resume shows my employers that I believe in professionalism.

Objection: I already belong to another nursing organization.

Response: Then you know how valuable it is to associate with others working in the same environment. ASPMN specializes in pain management issues that affect you every day.

Objection: I know someone who didn’t get anything from her membership.

Response: From my experience, I’ve found that members who get involved in local and national activities benefit far more than those who do not participate.

Objection: I am too busy.

Response: I understand the demands of job and family. However, I’ve found that by reading the *Pain Management Nursing* journal and attending educational events, I’ve learned valuable methods to become more effective in my job; therefore, I have more free time.

Objection: I am not actually working in a nursing home or pain management nursing.

Response: You still share concerns about the issues addressed by ASPMN. Memberships are available for corporations. Corporate members also support ASPMN’s purposes. Corporate members enjoy most of the same benefits of regular membership in ASPMN.

(If your prospect finally says “yes”) Thanks! I know you will be happy with your decision. I encourage you to send in your membership application right away so you can begin receiving your journal, *Pain Management Nursing*, and other benefits as quickly as possible. Our next chapter meeting is [Day, Date, and Time]. I look forward to seeing you then. (You may also want to reiterate how to join the chapter and what the chapter dues are.) Call the National Office in Pensacola, FL, toll free 888-342-7766; someone can take your application over the phone if you pay with a credit card.

(If your final response is “no”) Thanks for taking the time to talk with me. Even though you aren’t interested in membership right now, I would like to invite you to our next meeting, which will be _____. I look forward to seeing you then.

SAMPLE WELCOME LETTER

(Use Chapter Letterhead with ASPMN logo)

[Date]

[Name & Address]

Dear [First Name]:

Welcome to the _____ Chapter of ASPMN! We are glad you made the choice to join ASPMN. Your membership will open professional doors and provide opportunities for personal growth.

Membership in ASPMN or any professional organization is a give-and-take relationship. Please take advantage of the Association’s benefits, and please contribute your unique experience, talent, and knowledge to the organization. Your contribution will be returned to you many times over.

Please join us at the next chapter meeting _____. I would like to welcome you personally and introduce you to our chapter members. We hope your ASPMN membership is both valuable and enjoyable.

Sincerely,

Alice Brown, RN
Membership Committee Chair
_____ Chapter of the ASPMN
(work phone)
(fax phone)
(home phone)
(email address)

SAMPLE RETENTION LETTER

(Use chapter letterhead with ASPMN logo)

[Date]

[Name & Address]

Dear ASPMN Member:

Your chapter membership is about to lapse (or has lapsed and we miss you)!

Your membership in the _____ Chapter is important to me as a fellow pain management nursing specialist, a member of this chapter, and a member of the ASPMN. As a professional, you will find that it is important to be a member of ASPMN to stay abreast of current developments and changes affecting our profession.

Your membership is important to our chapter because a strong support group is needed to address local issues effectively and enhance chapter activities. Your national membership is important because ASPMN is dedicated to producing quality educational opportunities to further improve pain management patient care. **Your membership counts!**

Please renew your _____ Chapter membership by completing the enclosed application. Chapter dues are \$ _____. Mail your dues and application to the following:

[Chapter or Treasurer's Address]

Sincerely,

[Name]

Membership Chair

_____ Chapter of ASPMN

Publications – Communication is the key to a successful ASPMN chapter. Printed materials, such as newsletter, brochures, and flyers can inform and persuade chapter members. Your message goes where you cannot and is available when members are ready to discover your message. Printed materials are a convenience that will keep members well informed and pay dividends in interest, enjoyment, support, and participation.

Newsletters – Newsletters keep chapter members in touch with each other and updates them on upcoming events. Newsletters should be sent to a larger audience than just your chapter membership. Share the newsletter with other work centers in your facility to expose nonmembers to the benefits that your chapter offers. You can also send to key members of your community (e.g., hospital administrators, nursing services, area physicians, schools of nursing) to inform them of current local continuing education opportunities available through ASPMN. Send a copy of your chapter newsletter to other ASPMN chapters in your region and to the National Office so that your ideas and successes can be shared with other chapters.

Getting Started

Make a commitment; decide to produce a newsletter and allocate resources for it.
Choose an editor; one person who is responsible for coordinating the written, edited, and printed inputs of a newsletter committee.

- Generate enthusiasm; encourage members to submit articles or serve on the committee; suggest that they write about a specific topic or cover a particular event.
- Establish deadlines for submission of articles and information to regulate the flow of work; allow time for editing, printing, and mailing.
- Develop a budget; consider the costs of typesetting, professional artwork, color production, and mailing costs.

Newsletter Design

- Nameplate – The name of the newsletter is like the letterhead on stationary. Traditionally nameplates appear at the top of the page and go all the way across. Smaller, “floating” nameplates can be moved around on the front page for a different look each month. Use the newsletter templates found on modern word processing software to choose professional looking fonts for your nameplate. Clip art and pictures are available that will enable you to design your own nameplate. Have a contest within the chapter for the newsletter name and nameplate artwork.
- Masthead – The masthead contains the volume and edition numbers, the date, the complete mailing address of the chapter, and the frequency of publication.
- Mailers – Leaving space for a return address, name and address of the recipient, and space for the stamp or postage meter imprint will use valuable printing space; however, it will save time and cost less than envelopes. The best spot for the mailer is the lower one-third of the last page if the newsletter will be folded like a letter.
- Art Work – Uncopyrighted photos, illustrations, and clip art can liven up your newsletter. In addition to publishing software, clip art is available commercially through most art supply stores.
- Printing – The newsletter can be reproduced on a photocopier or by a commercial printer.

Stories – Articles keep members and others informed about all the chapter functions. Remember to give them the “who, what, when, where, why, and how” treatment. Regular features make the information easy to find, while big events should receive special treatment. Get your members involved by asking them to write articles about their practice experience or topics of interest to them. Some ideas to include in your newsletter are as follows:

- A President’s message
- Reviews of professional books
- News events
- Interviews of influential persons
- Monthly calendar of events - List two months in advance; include chapter meetings, Governing Body meetings, committee activities, community events, social events, agenda for the next meeting, and map or directions to meeting sites
- Continuing education (CE) calendar – List CE programs and seminars at both the local and national level; consider including a summary of the previous month’s educational offering
- Reports of committees
- Attendance list
- Minutes of last meeting
- Chapter elections – post notice of elections; list candidates and profiles; print sample ballots and voting instructions; report election results
- Welcome new members
- Spotlight members and acknowledge their professional accomplishments
- List members who are due for chapter renewal in the upcoming months
- Officer and committee chair contact list
- New policies
- Bylaws amendments
- Miscellaneous – thoughts for the day, recipes, puzzles, word games, jokes, and cartoons all add a lighter dimension to your newsletter

Flyers/Brochures – Use flyers and brochures to promote special events. Using a special publication tells your chapter membership that the activity is unique and worthy of extra resources and commitment. Consider the following:

Use color printing or color paper

Design a clean, uncluttered look; avoid a copy-heavy design with lots of art work

Include a contact person

Proof your copy; accurate brochures project a positive image of your chapter

Use pocket brochure (3.5 by 8.5 inches when folded in half)

Use heavier paper stock (may be more expensive)

Use dark ink on light color paper; avoid dark shades of paper as the printing will not show up well

Keep the front page simple, inviting the reader to open the flyer

Keep the details inside the flyer; do not forget to list date, time, and location of events

Add name and telephone number of a contact for further information

Use art work on the front page

Use a copier that can print on both sides of the paper

Distribute your flyer 10 days before the activity