

**EACH: Executive Committee Conference Call
MINUTES
31 May 2018**

Present:

Evelyn van Weel-Baumgarten	EACH President
Sara Rubinelli	EACH President-Elect
Jonathan Silverman	EACH Past President
Sandra Winterburn	tEACH chair
Arwen Pieterse	rEACH chair
Peter Martin	pEACH chair
Lode Verreyen	Advisory Committee Chair
Karolien Aelbrecht	Treasurer (<i>from 10:15am</i>)

Administration:

<i>Fiona Whitelock</i>	<i>SAS Event and Association Management</i>
<i>Iain Simpson</i>	<i>External consultant on EACH Strategic Plan (9:15 – 10:00)</i>

Item	Subject	Action
1	Welcome	
2	Apologies None	
3	Minutes of the last meeting, April 19 2018 AP corrected item 8 – that there is to be no ‘co-Deputy chair’ term used for the sub-committee structures EvWB asked PM and FW to action their points under item 9 regarding EACH representation at conferences.	PM / FW
4	EC Strategic plan update Iain Simpson ran through the summary document produced highlighting the key messages from the survey that was sent out to members and non-members about EACH. There were 239 responses to the survey, which was felt to be a good response rate. Around two-thirds were EACH members and one-third were non-members. The full summary can be found in the appendix attached. All executive members were invited to ask any questions for clarification on the results. The following points were raised: <ul style="list-style-type: none"> - Question as to whether holding some resources back from non-members on the website is having a positive or negative influence on attracting members. Needs some consideration - It was clarified that the tiered membership structure that was suggested in the survey was based on the following – bronze -basic package with networking opportunities, access to online resources and reduced conference/course fees ; silver – bronze package benefits, plus access to one specialized content on research, teaching or policy and practice; gold – bronze package benefits, plus access to all specialized content on research, teaching and policy and practice. - If EACH were to offer a tiered membership package of bronze / silver / gold, it was felt that the organization would need to offer considerably more to the membership than at present in order to make different levels worthwhile. 	

	<ul style="list-style-type: none"> - Having a tiered membership approach may lead to some people who are only able to afford the lower level rate feeling like the organization is not open and equal for all. - All felt very positive that networking was highly valued by members and the survey indicated more networking opportunities and resources would be welcomed by the membership. Suggestions for networking communication channels that could be looked into by EACH are – LinkedIn, Facebook groups, and cloud-based co-working tools such as Trello - Clarification was sought on responders wanting both national support and networking opportunities. It was confirmed that national networking did appear to be desirable, in particular from countries where people felt they had no national support. Therefore there appears to be a market for producing a package of support for people who feel isolated on the issue of healthcare communication. - There was a desire from responders for EACH to be an advocate of healthcare communication and translate research into policy and practice. This was predominantly from Eastern European and Asian responders, but no clear trend. <p>Overall, the executive were really pleased with the comprehensiveness from the survey and the clarity of messages that are coming out from the questions and thank Iain for all of his work and efforts on producing this piece of work.</p> <p>At the meeting in June, Iain will present his final report which will also address the questions around grants and sponsorship. FW will produce a comprehensive financial summary for the June meeting so that it is possible for Andrew MacDonald can put forward costed options for implementing parts of the strategic plan at the July executive meeting.</p>	
5	<p>Elections</p> <p>A) National Representative</p> <p>A good number of applications were received, but a few key countries who have more than 5 members and have had NR representation in the past did not receive any nominations. These were:</p> <p>China France – Julie Gillies de la Londe confirmed she did not wish to re-stand for NR Israel – Hadass Goldblatt has served her 6 year term Italy – Federico Fioretto confirmed he did not wish to re-stand for NR Japan The Netherlands – Ellen Smets has served her 6 year term Poland Spain</p> <p>EvWB will write a letter to the membership that FW will send out to all members of the countries listed above, informing them that no-one has come forward to be a NR and asking if they would consider stepping forward for the role.</p> <p>EvWB will send specific personal emails to Hadass and Ellen asking for their help in finding a successor for their role.</p> <p>LV to highlight this in the next Advisory Committee meeting to see if the existing NRs can think of ways to help recruit more nominations</p> <p>SR will highlight the vacancy for NR in Italy at an Italian meeting she is attending on the 13th June</p>	<p>EvWB</p> <p>EvWB</p> <p>LV</p> <p>SR</p>

	<p>FW will continue with the original timeline for the voting of NRs for the countries that have got nominations.</p> <p>Nomination deadline for new applications will be extended until 15th June</p> <p>B) President-Elect SR received 6 nominations from NRs to be on the nomination committee for President-Elect and Treasurer, which was excellent. SR chose 4 nominees from those that applied, prioritising NRs from the applications. One nomination for President-Elect was received, so the process for interviewing the candidate can start next week.</p> <p>C) Treasurer KA is shortly to go on maternity leave and will be stepping down as Treasurer from EACH. JS has very kindly agreed to authorise payments of invoices, a crucial ongoing role of the Treasurer, between now and September when a new Treasurer will hopefully take on the role. There were unfortunately no nominations for treasurer received in the recent elections. The sub-committee chairs were asked to approach members in their committee to see if anyone would be keen and willing to put themselves forward for this role. EvWB is to approach yEACH to see if anyone in their committee would also be willing. LV is to ask the AC to see if the NR know anyone in their networks who might be willing to take on this role, and in particular any of the NRs who have served their 6 year term.</p> <p>Nomination deadline will be extended until 15th June</p>	<p>FW</p> <p>PM / SW / AP</p> <p>EvWB</p> <p>LV</p>
6	<p>ICCH conference 2018 Not discussed at this meeting</p>	
7	<p>Finances FW to give a full update at next meeting.</p>	FW
8	<p>Social Media PM confirmed that he has recruited a working group to help work on and deliver a social media plan for EACH. These are Sara Rubinelli, Megan Chiswell & Sarah White from pEACH, plus a few volunteers from yEACH who are happy to help. The team has produced a draft strategy, focusing initially on the ICCH conference, which has been sent to FW and Marcy Rosenbaum, chair of the ICCH 2018 planning committee. FW will forward this to the executive together with these minutes. PM has some questions that need to be considered at the next meeting with regards to funding to operationalize the plan.</p>	FW
9	<p>Awards There has been one nomination for the Teaching Award and two nominations for the Jozien Bensing Award received so far. A reminder email will go out on the 1st June highlighting two weeks before the deadline. LV will remind NRs in the next Advisory Committee meeting on 8th June and the executive were asked to remind the sub-committee members and any colleagues they</p>	<p>FW</p> <p>LV</p> <p>ALL</p>

	<p>thought would be appropriate for the award to nominate themselves.</p> <p>LV highlighted that it would be good to recognize all nominations for the awards, and not just the winners and to therefore advertise all nominees on the website. This may help attract more nominations. The executive agreed this would be a good thing to do.</p>	
10	<p>Representing EACH at conferences, requests etc Not discussed at this meeting</p>	
Items FYI		
11	<p>tEACH Update to follow next month</p>	
12	<p>rEACH Update will follow next month</p>	
13	<p>pEACH Update will follow next month</p>	
14	<p>EACH – ACH meetings</p>	
13	<p>WOB The June and July meetings will have a strong focus on the strategic plan progression. Therefore, they will be extended by 30 minutes in order to allow for extra EACH business to be discussed, if required.</p> <p>EvWB is to send SR and FW the presentation on EACH that was created recently for Hadass Goldblatt. FW is to save this on the dropbox account and SR can use it for her next meeting.</p>	EvWB / FW
14	<p>Next meetings 21st June 2018 0900 – 1100 GMT +1 – extended to be a 2 hour meeting 19th July 2018 0900 – 1100 GMT +1 extended to be a 2 hour meeting</p>	

Background

EACH commissioned a consultant, Iain Simpson, to review the current membership structure and advise the Executive on the potential to expand revenues from membership and other sources. One important part of this work is a survey that was sent out to all current EACH members, as well as to a database of non-members who have had contact with EACH in the past. This report is a first analysis of responses to the survey with initial conclusions.

An email survey link was sent to the entire database on May 16th followed by a reminder on May 23rd. One final reminder will be sent out the week of May 28th. To date, 220 people have completed the survey. Of these, approximately two-thirds (68%) are currently members of EACH. Almost all (97%) are aware of EACH.

The full results are here: <https://www.surveymonkey.net/results/SM-M2ZQY3MDL/> using the password EACHsurvey if asked.

Below are some highlights from the survey with suggested implications for EACH.

1. Positive image, poor communication

The first three questions are about the image of the organisation and its work.

- EACH is seen as an international and European organization, focused on communication and on its membership, as well as being a provider of information, support and advice
(Question 2 – When thinking about EACH, what does it feel like?)
- EACH is perceived as working for its members, for teachers and educators, doctors, nurses and other healthcare workers, researchers and communications experts
(Question 3 – Who do you think EACH is for?)
- EACH has a highly positive image as a leader in the field of improving healthcare communications. As shown for example by these responses to Question 4:
 - EACH is a leader in the field of improving healthcare communication (73% net agree¹)
 - EACH is the recognized international body for improving healthcare communication (69% net agree)
- However, that image is not strongly translated into being the first resource to improve healthcare communication:
 - EACH is the first place I go to when I want to improve my healthcare communication (9% net agree with a 36% neutral response)
- EACH scores positively for training

¹ Net agree = (Strongly Agree + Tend to Agree) – (Strongly Disagree + Tend to Disagree)

EACH is the “go to” organization for training on improving healthcare (57% net agree)

- EACH scores positively for knowledge sharing and network
I value the knowledge sharing and networking opportunities (60% net agree)
- However, EACH is not regarded as communicating effectively.
For example, the statement “EACH’s own communication is not good enough” produces an entirely neutral response (0% net agree)
The statement “EACH has a strong online presence” produces a slightly negative response (2% net disagree)

2. Mostly popular for conferences, workshops and networking

- The vast majority of people who completed the survey strongly associate EACH with running conferences and workshops. Both conferences and workshops receive very positive net ratings (Q8 95% and 96% net positive, respectively)
- Access to Elsevier content and the journal (91% net positive), active networking (89%), and the online library of teaching resources (82%), are also high on the list of valued EACH services (Q8)
- There is a strong unmet need for materials for researchers and for promoting best practice (Q5-6)
- Other areas where there is an appetite for more to be done include: advice and support to teachers and educators, support and opportunities for researchers, translating research and evidence into policy and practice, and promoting best practice (Q5-6).
- Among non-members, there is a strong demand for more training and online learning (Q16)

3. Mainly in touch by email

- The main channel through which people hear about EACH is by email, followed by speaking to other members and colleagues, at conferences and via the website (Q9). Very few people hear through other channels (journals, media and social media, etc.).
- In general, people seem happy to hear from EACH by email and the e-bulletin, with some evidence of a desire to get more information from the website (Q10-11. Note that these two questions are identical, but answered by different groups depending on routing through the survey).
- Note that email is generally received passively by readers (or deleted). It is not a good channel through which to engage with people more actively.

3. Website feedback

- The current website is mainly used to find information about EACH and its national representatives, book conferences and find teaching resources (Q12)
- The majority of people (95%) said they found what they were looking for (Q13) and the website received a 64% net positive score, although

only 14% rated it very highly which for a communication organisation may be considered disappointing

4. Membership and value for money

- Among non-members, there is strong interest in tiered membership fees – reflecting both professional and geographical differences in people's ability to pay. 38% say that lower fees according to professional status would encourage them to join; 29% say lower fees according to geography would encourage them. (Q16)
- There is also interest in institutional membership (21%) and/or a reduction for longer-term commitment (21%) (Q16)
- Additionally, there is interest in more training and learning opportunities (34%) and more networking opportunities (21%) Q16
- The good news is that on average people are willing to pay as much as or more than the current fees. Non-members say on average they would be willing to pay £107 for a membership package and members say they would be willing to pay an average of £153.
- This is not, however, an organization that people love. Even members are slightly unlikely to recommend membership to colleagues or friends (Q26 Net Promoter score -2), while non-members are significantly less likely to recommend membership (Q17 Net Promoter score -28)
- Nearly half of the respondents (47%) neither agreed nor disagreed with the statement that EACH membership does not provide good value for money. Although there was a net negative score (30%) for this question, the indication is that nearly half of people surveyed do not feel strongly that they are getting their money's worth from EACH (Q4)

5. Membership packages

- When offered the choice of a range of membership packages, there is a strong preference among non-members for the basic or bronze level (39%) compared to 19% who would choose the added silver level and 12% who would opt for the most comprehensive, and hence most expensive, gold. (Q18)
- Current members, however, are expressed more interest in the add-on memberships. When offered the choice, 31% opted for the basic bronze package, 26% for silver and 25% for gold. (Q27)
- Current members then expressed a willingness to pay an average of 50% more than the current fees, including for the more comprehensive packages. (Q28)

6. Ideas for improvement

- The final three questions invite ideas for other services and options that EACH could offer. These produced a wide array of ideas, many of which can be grouped as follows:

- More training – this is clearly one of the services that EACH members value most strongly. There are calls for more workshops, more and different training sessions, etc.
- More online resources – both educators and researchers want to see more and different resources available for them to use online, including both training and other resources.
- Advocacy and promotion of communication in healthcare – at several points in the survey, including in the final questions, there are calls for EACH to do more to advocate, lobby and promote communication in healthcare, particularly in countries where there is little infrastructure or support.
- National support – again, this particularly applies to countries where there is little or no support system for communication in healthcare. This finding also tallies with earlier questions in which more than 20% of members say they either do not know who their national representative or did not know EACH has national representatives (Q21). However, 86% say they have had some contact with their national representative (Q22)

Implications for membership and services

1. EACH is valued for running conferences, workshops and providing networking opportunities.
2. There is space for EACH to provide additional services – online and offline training, targeted networking services, advocacy and lobbying – and people say they are willing to pay for these add-ons.
3. The membership fee structure could be altered to reflect differing ability to pay, combined with a tiered structure providing improved services for higher fees. For example, there could be Gold, Silver and Bronze memberships, each offering a full price for well-remunerated health professionals in OECD countries and lower prices for other categories. This would be more complex to administer, but the survey clearly shows a willingness to pay more for additional services.
4. Most members (64%) report that they pay their own membership fees. However, there is some support for institutional membership and for reduced fees for a longer-term commitment.
5. In summary, there is scope for a more flexible membership structure, combined with additional services, which then provides the scope to bring in additional revenue.
6. Another point to note is that there is demand from some respondents for EACH to take a more active role in advocacy, lobbying and promotion of best practice. This may provide an opportunity for EACH to raise its profile in target countries, and/or to communicate more clearly about activities that are already under way in these areas.