CMSA Public Policy Committee
Advocacy and Grassroots Resource Guide
Public Policy Advocacy and Grassroots Guide

Case Managers are uniquely qualified by virtue of their advocacy and coordination skills to assist consumers in their efforts to navigate our fragmented health care delivery system. Additionally, CMSA’s CMAG 1 project is an excellent example of how case managers are using information technologies to “put consumers in control of their health status”.

Margaret Leonard, MS, RNC, FNP, CM
CMSA, Public Policy Committee Chairman Emeritus

WE ARE THE EXPERTS! Participate in Public Policy as future healthcare changes must have Case Managers input to guide the direction of our professional practice.”

Carol A. Gleason, MM, RN, CRRN, CCM, LRC, BCPC
CMSA, Public Policy Committee Chairman

“Case Managers can impact health policy by joining our grassroots efforts to raise awareness on the vital role Case Managers play in healthcare to ensure quality, efficient care!”

Patricia Noonan, RN, MBA, CCM
CMSA, Public Policy Committee Vice Chairman
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CMSA Public Policy Committee

The CMSA Public Policy Committee was established by the Board of Directors to organize and be the leaders for CMSA Public Policy Activities.

**Purpose:**
It is the intent of CMSA to have a Public Policy Committee (PPC) to serve as a communication and educational resource for health policy issues related to our professional practice. The Committee will make recommendations to the Board of Directors regarding issues in which the organization may choose to take action. The Committee is dedicated to guiding and aiding each Chapter within CMSA in the development of processes that will enhance their ability to educate and mobilize members in the public policy arena.

**Scope:**
Case Managers open up new areas of thought, research and development, leading the way towards the day when every American will understand what services a case/care manager can provide and how to access those services. Defining issues on a National, State and Local level and maintaining an active Public Policy Committee is a powerful way to enhance the political power of CMSA, as well as establishing a proactive alliance with each Chapter within the organization. Case Managers are an integral part of the collaborative team model of healthcare delivery in the US. Case Managers play a critical role in healthcare, ensuring patient satisfaction, controlling costs and reducing risk.

**Goals:**

- Develop a process by which regulatory and legislative issues pertinent to the practice of case management will be evaluated
- Educate members in the basics of the political process
- Assist and support Chapters in establishing their own public policy committees
- Develop a grassroots network dedicated to public policy activities
- Establish guidelines under which this grassroots network will function
- Develop lobbying strategies to include an official Summit for CMSA members held annually in Washington, DC
- Participate in public policy initiatives impacting the membership
- Develop and promote policy initiatives for CMSA
- Act as a resource to membership and policymakers on Case Management initiatives and their relevance to health policy
- Actively network with other professional organizations
Section I

ROLE OF THE PUBLIC POLICY LIASION

The CMSA Public Policy Committee has developed a grassroots network enhancement strategy. It is called the CMSA Public Policy Liaison Network Program. This program is designed to: (1) assist CMSA Chapters in their public policy efforts; (2) assist chapter liaisons in working with Senators and Congressional Representatives; and (3) mentor Chapters as they either enhance or initiate their work in the legislative arena.

The CMSA Public Policy Committee is asking for each Chapter to nominate and submit applications for two liaisons to work with the Public Policy Committee. These members will receive direct tools and guidance in establishing or enhancing their Chapter PPC and assistance in working with their legislators. The liaisons will be assigned a mentor from the CMSA Public Policy Committee. Each liaison will have the opportunity to join in 1 hour quarterly conference calls and follow up personal communications with their mentor. The liaisons will be expected to be the point person from their Chapter to the CMSA Public Policy Committee, as well as, the liaison between the Public Policy Committee and their state’s Senators and Congressional Representatives.

Section II

ESTABLISHMENT OF A CHAPTER PUBLIC POLICY COMMITTEE

Introduction:

Case managers represent their own professional practice and the clients they serve. They should be able to influence public policy in our constantly changing healthcare environment. Case managers should have a clear understanding of our legislative process and how it affects their personal and professional life. Case managers need to understand the legislative and regulatory processes at the national, state and local levels, to know how and when to take action to intervene for their clients and themselves.

This body of information has been put together to serve as a reference tool for CMSA Chapters. Our organization is a recognized professional entity involved with promoting educational opportunities for our members. The Public Policy Committee has been given the task of supporting these goals in the area of legislation and health policy.

The Public Policy Committee, under the auspices of CMSA’s Board of Director’s (BOD), will have Chapter Liaison(s), with identified goals, objectives and informational tools to help members become involved in understanding the legislative process. The Public Policy Committee will be communicating key items that could affect our practice, to the Board of Director’s. When directed by the BOD, a campaign will be initiated. It is anticipated the Liaisons will work with the Public Policy Committee members to disseminate information to their Chapter and to assist with these initiatives.

CMSA’s Public Policy Committee will attempt to keep Chapters abreast of key legislative developments and will offer suggestions for action. Members can take action on an individual basis, but cannot in any way imply that they are an official representative of their Chapter, CMSA or that we are representing their employer unless they have been designated to do so officially.
Purpose and Objectives:

The purpose of a Chapter Public Policy Committee is to serve as a communication and educational resource on health policy issues related to our profession. They along with the Executive Board of their Chapter will direct the issues to their membership. The committee is dedicated to guiding and aiding the Chapter in the development of processes that will help and/or assist the profession and goals of case management.

The Goals of the Chapter Public Policy Committee are as follows:

- To educate members on the basics of the political process
- To serve as an educational resource for members about specific programs related to health policy issues
- To disseminate information from CMSA to the Chapter via their Public Policy Liaisons
- To review the legislative literature as available and advise Chapter Executive Boards on the political implications of such
- To track and report on national, state and local legislation affecting case managers and the profession of case management
- To report on health policy issues from the national, state and local arenas at chapter meetings
- To actively network with other professional organizations, as directed by CMSA PPC
- To participate in health policy initiatives, when directed to do so by the CMSA PPC

The Chapter Public Policy Committee shall be composed of:

- Two Public Policy Liaisons to the CMSA PPC
- A chairperson designated by the Chapter Board of Directors, who is a current, active member of the Chapter
- Representatives, who are current Chapter members that have demonstrated a definite desire to be a participant on the committee for a period of at least one full year

Defining goals at the Chapter level and maintaining an active Public Policy Committee is a powerful way to enhance the political power of Case Management. The Public Policy Liaisons will serve as a proactive alliance with CMSA and keep the Chapter abreast of current issues affecting our practice.

Section III

CHAPTERS GUIDE TO BASIC GOVERNMENT OVERVIEW

There are three branches in the US Government: The Executive (President), The Judicial (Judges) and Legislative (Congress). As healthcare professionals, we would be in contact with the legislative branches. Together the U.S. House of Representatives and the U.S. Senate are identified as Congress. There are 100 senators (two from each state) and approximately 435 representatives (apportioned by population). National elections for all members of the House and one-third of the Senate occur every two years. Each Congress has two one-year sessions. Consecutively, these sessions are referred to as the first and second sessions.
During each session of Congress, thousands of legislative proposals (called bills) are introduced in both the House and the Senate. A significant number of these proposals are healthcare-related.

As bills move from stage to stage, interested parties offer numerous opportunities for comment and change. Only a few bills survive the legislative process before they become public law. Individuals in healthcare need to understand how our laws are developed.

**IDENTIFYING YOUR LEGISLATORS AND UNDERSTANDING THEIR PLATFORM**

Each state has two elected senators. A senator must be at least 30 years of age, a resident of the state from which he or she is elected, and have been a U.S. citizen for at least 9 years. Senators are elected to 6-year terms, with a third of the seats on the ballot every 2 years.

There are approximately 435 seats in the House of Representatives, which are apportioned among the states on the basis of population, with members representing districts of roughly equal size. A House member, elected for a two-year term, must have been a U.S. citizen for at least 7 years.

You are therefore represented in Washington by a total of three legislators: two senators and one representative. You can identify these individuals by going to your National and State Government web sites to locate the legislators for your state.

You are entitled to know your legislator’s position on issues. Most legislators contact their constituents describing their activities and soliciting feedback. You may also email, call or write their offices for copies of position papers or ask how they feel about topics important to you.

When contacting your senator or representative, do not hesitate to speak with a legislative aide. These aides often have more time to spend with you, learn of your concerns and answer your questions. You can be certain your issues will be brought to the attention of your legislator, sometimes more effectively than you speaking directly with him or her.

Local party headquarters can supply copies of legislators’ campaign materials and voting records. You should also seek to meet with your congressional representatives when they hold meetings in their state offices.

The local chapter of the League of Women Voters is also an excellent source for information.
HOW A BILL BECOMES A LAW

**HOUSE**

- A representative introduces the bill. The Clerk of the House refers it to the appropriate committee.

- The committee chair refers it to a subcommittee, which holds hearings to examine arguments for or against the bill.

- The subcommittee holds a markup session to discuss and vote on a bill. A majority vote in favor moves the bill to the full committee.

- The full committee reviews the subcommittee hearing record and may hold additional hearings. A markup session is held, and if the bill is approved, it is reported to the full House.

- Prior to the House vote, the Rules Committee sets the rules on length of debate and whether amendments are allowed.

- The bill passes if a majority approves it.

**CONSTITUENT**

- Start your letter writing campaign urging representatives and senators to co-sponsor the legislation.

- Write to each subcommittee member. Make a special effort to contact members from your state.

- Request that your local paper print an article you have written on the legislation. Meet with the paper’s editorial board to urge its support.

- Meet with your representative and senators in their home district offices. Send a copy of your paper’s editorial to every member of the full committee.

- Keep up your media campaign with letters to the editor and call Congress members’ DC offices to check their voting plans. Your friends should do the same.

- Let conference committee members know whether you prefer the House or Senate version of the bill. Ask your representatives and senators to lobby the conference committee.

**SENATE**

- A senator introduces the bill. The Clerk of the Senator refers it to the appropriate committee.

- The committee chair refers it to a subcommittee, which holds hearings to examine arguments for or against the bill.

- The subcommittee holds a markup session to discuss and vote on the bill. A majority vote in favor moves the bill to the full committee.

- The full committee reviews the subcommittee hearing record and may hold additional hearings. A markup session is held, and if the bill is approved, it is reported to the full Senate.

- The bill passes if a Senate majority approves it.

- Differences in the House and the Senate versions of the bills are resolved in a conference committee comprising senators and representatives from the bills original committees.

- When the conference report is approved by both the House and the Senate, the bill goes to the President. If the President vetoes it, a two-thirds vote of both the House and the Senate is required to override.

- The House votes on the conference report.

- The Senate votes on the conference report.
The Path of Legislation
A TYPICAL EXAMPLE

HOUSE

H.R. 000
Introduced

Referred to Full Committee

Subcommittee

Hearings
Markup

Full Committee Reports H.R. 000 to House

H.R. 000 Amended Passed

CONFEERENCE

Conference Report Agreed to

SENATE

S. 000
Introduced

Referred to Full Committee

Subcommittee

Hearings
Markup

Full Committee Reports S. 000 to Senate

S. 000 Amended Passed. Then H.R. 001 Amended to equal S. 9999 passed in lieu

Conference Report Agreed to

WHITE HOUSE
Act signed into Public Law
Bill Designations:

H.R. – The initials “HR” before the number designate a bill originated in the House and means “House of Representatives”.

H.J. RES – Designates a House Joint Resolution. Either “HR” or an “H.J. RES” becomes a law when passed by both the House and the Senate in identical forms and signed by the President. In practice, there is little difference between the content of a bill and that of a joint resolution. The most common usage of “H.J.RES.” is to continue an existing law. A joint resolution to amend the Constitution does not require the President’s signature but must be approved by two-thirds vote of each chamber.

H.CON.RES. – Designates a House Concurrent Resolution. Must be approved by both the House and Senate before it can become effective. A concurrent resolution does not require the President’s signature and does not have the force of a law. It expresses the opinion of Congress and is used to take joint action.

H.RES. - Designates a simple House Resolution, the authority of which extends only to the House itself. Used primarily to bring before the House a rule from the Rules Committee, which provides the floor consideration of a specific bill. Also used to create a special House Investigating Committee, to change House rules, and to express the House will on specific matters.

S. – Senate bills are designated by the letter “S.” and followed by the assigned number. The designation of Senate resolutions is similar to those of the House except that “S.” is substituted for “H.” (E.g. S.J.RES.)

SENATE AND HOUSE COMMITTEES FOCUSING ON HEALTH:

Each house of Congress has developed committees with a major focus on healthcare issues. It benefits you to know who sits on these committees because you may, in fact, be a constituent of a committee member or chair, and therefore have power to affect change. This information would be found on the State government web site.
SENATE COMMITTEES WITH A MAJOR FOCUS ON HEALTH:

Appropriations Committee
- Labor, Health and Human Services and Education Subcommittee (includes funding for Department of Health and Human Services (DHHS), National Institutes of Health (NIH), etc.)
- Agriculture and Related Agencies Subcommittee (includes Food and Drug Administration, Women, Infants, Children (WIC), Foreign Food Assistance)

Budget Committee

Finance Committee
- Health Subcommittee
- Social Security and Family Policy

Labor and Human Resources Committee
- Aging Subcommittee
- Children, Family and Drugs Subcommittee
- Handicapped Subcommittee
- Education, Arts and Humanities

Veterans Affairs Committee

Select Committee on Indian Affairs

Special Committee on Aging

HOUSE COMMITTEE WITH A MAJOR FOCUS ON HEALTH:

Appropriations Committee
- Labor, Health and Human Services and Education Subcommittee
- Rural Development, Agriculture and Related Agencies Subcommittee

Budget Committee
- Health Task Force

Education and Labor Committee
- Health and Safety Subcommittee
- Post-Secondary Education Subcommittee
Veterans Affairs Committee
- Hospital and Health Care Committee

Ways and Means Committee
- Health Subcommittee

Select Committee on Aging
- Health and Long-Term Care

Select Committee on Children, Youth and Families

Select Committee on Hunger
Section IV
LEGISLATORS CONTACT LISTS

The following pages are designed to identify the lawmakers in each state of the Chapter. The goal is to keep their names and telephone numbers easily accessible.

Congressional Representatives:

The Two US Senators are:

Senator ____________________________  Senator ____________________________
Address: ____________________________  Address: ____________________________
Phone #: ____________________________  Phone #: ____________________________
E-mail Address: ________________________  E-mail Address: ________________________
Committee on which he/she serves:
__________________________________________  ___________________________________
__________________________________________  ___________________________________
Aides: ____________________________  Aides: ____________________________
The US Representatives per District are:

Representative __________________________  Representative __________________________
Address: _______________________________  Address: _______________________________
Phone #: _______________________________  Phone#: _______________________________
E-mail _________________________________  E-mail _________________________________
Committees on which he/she serves:
________________________________________________________________________
________________________________________________________________________
Aides: _________________________________  Aides: _________________________________
________________________________________________________________________

State Legislators:

Senator: _______________________________  Representative: __________________________
Address: _______________________________  Address: _______________________________
Phone #: _______________________________  Phone: _________________________________
E-mail _________________________________  E-mail _________________________________
Committees on which he/she serves:
________________________________________________________________________
________________________________________________________________________
Aides: _________________________________  Aides: _________________________________
Advocacy and the Legislative Process
Advocacy and the Legislative Process

POLITICAL INFLUENCE PYRAMID

Influencing and getting involved in the public policy process is an important thing to do as health professionals. Your voice and prospective about the system and your field experience is a vital resource to policymakers. Advocacy is an essential part of having your voice heard.

Elected Official

FAMILY & CLOSE PERSONAL FRIENDS
VOLUNTEERS WHO GOT OTHERS TO VOLUNTEER
CONTRIBUTORS WHO GOT OTHERS TO CONTRIBUTE
VOLUNTEERS IN MY CAMPAIGN
VOTERS WHO CONTRIBUTED TO ME
EVERYONE WHO VOTED FOR ME
VOTERS WHO VOTED FOR THE WRONG CANDIDATE
REGISTERED VOTERS WHO DON’T VOTE
VOTING AGE POPULATION NOT REGISTERED TO VOTE

AVERAGE CONGRESSIONAL DISTRICT – 646,946 PEOPLE
THIS MODEL CAN APPLY TO LAWMAKERS AT THE FEDERAL, STATE, OR LOCAL LEVEL
U.S. Department of Commerce Census Bureau, 2010 Census

An Organization’s legislative objectives should be to promote the enactment of sound legislation and to defeat undesirable proposals. Whatever your position, timing is crucial. In order to have maximum effect and impact, political engagement should remain constant with policymakers.
THE PATH OF LEGISLATION

To understand public policy, it is important to know the path proposals and bills take to become legislation and eventually law. At the Federal and State levels a member of the Legislature introduces a bill and it is referred to a committee. The full committee holds hearings on the bill and may amend the bill further and then issue a report on their recommendations. The bill is now ready for floor action where it may be debated and further amended. If it passes, it is then sent to the other chamber where the same process is reenacted.

Frequently, each chamber is working simultaneously on the same or similar legislation. Once both chambers have passed their versions of the bill, they can reconcile any differences by agreeing to or modifying the amendments of the other chamber or by sending the measure to a conference committee. The conference committee tries to arrive at language acceptable to both bodies. Once both the chambers pass and agree on the exact language, the legislation is sent for a vote. If passed, it is sent to the President/Governor for approval and to sign into law. Should the President/Governor veto the bill, the Legislature has the option of attempting to seek an override.

COMMITTEE PROCESS

All bills must obtain a majority vote of the committee in order to be recommended for passage. It is in the committee where the bill is either approved as introduced, amended, tabled or killed. Essentially, action or inaction by a committee will determine the fate of legislation.

HELPFUL FACTS IN UNDERSTANDING COMMITTEES

- Majority of legislative work is done by standing committees and not, as commonly believed, by debate during floor sessions.
- Standing committees consist of small, organized groups of legislators who are appointed to study various legislative proposals according to subject matter. Each legislator serves on two major committees. There are 20 members on House committees and seven members on Senate committees.
- There are several “select” committees in both the House and Senate to address in-house concerns and there are several “joint” committees made up of representatives from both Houses.
- Joint interim committees meet regularly when the legislature is not in session to study issues in their areas of expertise.

THE LEGISLATIVE PROCESS

The legislative process is a complicated but understandable process. The following is a brief description of some of the key factors to keep in mind when following or trying to influence legislation.

1. **KNOW THE BILL NUMBER.** You can’t follow or lobby for a bill until you know its number, i.e., SB-1126, or H-3455 (or AB-3455).

2. **KNOW THE BILL’S SPONSOR.** Every bill has a sponsor which is the legislator who filed the bill and is usually the first name listed on the bill. The sponsor is usually the principal person who can help you keep track of the bill and its status.

3. **THE COMMITTEE SYSTEM.** Legislatures operate by committee. A bill is referred first to a committee that deals with the subject matter of the bill.

4. **THE COMMITTEE STAFF.** A committee’s staff analyzes, identifies questions and provides recommendations to the Chairman and members. They are often the best source for making recommendations about changes in a bill or finding information on the bill.
5. **THE HEARING.** Committees have a public hearing on referred Legislation. The Hearing is an opportunity for the sponsors and their opponents to bring experts to the committee to support or defend a bill.

6. **THE WAYS AND MEANS COMMITTEE.** Most legislatures have one or two Ways and Means Committees who review and amend proposed state budgets and legislation involving state expenditures. After a bill goes through the subject-matter committee, it can then be referred to Ways and Means.

7. **THE FIRST HOUSE.** After Committee or after Ways and Means, a bill is usually considered first by the house (that is, the House or Senate) of the sponsor. After passage by the first House, the bill can then be considered at the other.

8. **READINGS OR CONSIDERATIONS.** Most legislatures require that each House consider every bill on three separate occasions, usually called “readings” or “considerations.” The “first reading” is usually when the bill is referred to Committee. The “second reading” is when the bill is referred from Committee to the floor, where it can be debated, amended, defeated or voted to “third reading.” The bill is then reviewed for legal consistency with other laws, etc., by the “Committee on Bills in Third Reading”.

9. **THE CALENDAR.** This is the agenda or list of items to be considered for a session of the House or Senate. Calendars usually tell you where in the process the bill is – whether it’s on “third consideration” or whether the bill is being considered for “second reading.” Calendars are sometimes in legislative shorthand that only legislators understand, but you can learn to decipher through trial and error.

10. **THE CLERKS.** Every legislature has a House Clerk and Senate Clerk office, who are experts on the process. They can be very helpful in tracking down a bill, helping you understand where in the process your bill stands and in answering your questions. Call them as they can help demystify the whole process and save you time.

11. **LEADERSHIP.** This refers to the leadership in the chamber. The leadership on the committee and in the chamber can advance or delay any legislation at any point. It is important to always keep leadership informed on your issue.
RECOMMENDED INTERNET SITES FOR HEALTH POLICY

Department of Health and Human Services  
http://www.os.dhhs.gov/

Fed World (Great place to locate and order U.S. Government documents)  
http://www.fedworld.gov/

George Washington University – Health Reform GPS  
http://www.healthreformgps.org/

U.S. Government Printing Office  
http://www.access.gpo.gov/

Thomas: Legislative Information on the Web (Produced by Library of Congress)  
http://thomas.loc.gov/

Idea Central: Electronic Policy Network  
http://epn.org/

Health Affairs  
http://www.healthaffairs.org/

National Committee for Quality Assurance (NCQA)  
http://www.ncqa.org/

Agency for Health Care Policy and Research (AHCPR)  
http://www.ahcpr.gov/

Kaiser Family Foundation – Health Reform  
http://healthreform.kff.org/

State Net is a legislative information and intelligence service on the 50 states and Congress.  
www.statenet.gov
The U.S. Constitution
The U.S. Constitution provides for Separation of powers between three Branches of government

Legislative Branch
The U.S. Congress enacts, amends and repeals laws

Executive Branch
Enforces the laws and carries out the activities determined by Congress

Judicial Branch
Interprets the constitutionality of our laws throughout the court system

Executive Agencies
- Agriculture
- Commerce
- Defense
- Education
- Energy
- Health & Human Svcs.
- Housing & Urban Dev.
- Interior
- Justice
- Labor
- State
- Transportation
- Treasury

Independent Agencies
Over 100 agencies including the Federal Communications Commission, Postal Service, Environmental Protection Agency, etc.
The Legislative Process

U.S. House of Representatives

Bill introduced by U.S. Representative

Referred to appropriate committee(s)

Referred to subcommittee(s)
Subcommittee and/or full committee conducts hearings to hear testimony from experts and interested parties.

Subcommittee “marks up” bill
Modifications are made to the text of the bill. Once passed by subcommittee, bill is referred to full committee.

Full committee markup
Voted on by full committee; if passed, bill proceeds to Rules Committee and Floor consideration.

Rules Committee
Determines the length and scope of amendments to be considered by the full House

Floor
Consideration by full House

If passed, bill proceeds to other body

If similar, but not identical, bill is passed by both bodies

Conference
Conference committee drafts compromise bill. New version must be passed by both bodies

House Floor
Consideration by full House

Senate Floor
Consideration by full Senate

President

Sign

Veto

Veto Override
Congress may override a veto with a two-thirds vote of the House and Senate

Public Law

U.S. Senate

Bill introduced by U.S. Senator

Referred to appropriate committee(s)

Referred to subcommittee(s)
Subcommittee and/or full committee conducts hearings to hear testimony from experts and interested parties.

Subcommittee “marks up” bill
Modifications are made to the text of the bill. Once passed by subcommittee, bill is referred to full committee

Full committee markup
Voted on by full committee; if passed, bill proceeds to Senate leadership and Floor consideration.

Senate Leadership
Determines the length and scope of amendments to be considered by the full Senate

Floor
Consideration by full Senate
AUTHORIZATION AND APPROPRIATIONS

House and Senate committees do substantial work in drafting legislation, which may eventually go to the floor for a vote and finally be enacted into law. Although thousands of bills are introduced in each session of Congress, only a few hundred actually become public laws.

AUTHORIZATION

Drafting authorizing legislation is a long process. Many bills are reintroduced over several Congresses before finally becoming law. Authorization bills are basically policy-oriented and are prerequisites for an appropriation or other kind of budget authority. Appropriations bills, on the other hand, give legal authority to finance federal agencies and programs. Appropriations bills must be passed each year to fund programs.

Authorizing committees usually hold hearings with expert witnesses to obtain their views on an issue. Hearings are usually held after a particular piece of legislation has been introduced. The committees draft and redraft the legislation. Once a bill is passed out of committee, it can go to the Floor for a vote. Bills also can be modified on the Floor through “Floor amendments.” If a bill passes one body, it is referred to the other body where it goes through the process again. If the House and Senate versions of a bill are not exactly the same, a conference committee is appointed. The conference committee drafts a compromise bill which must then be passed by both bodies and signed by the President before it becomes law.

APPROPRIATIONS

Appropriation bills go through a similar process, with some exceptions. Most notably, the House must originate all revenue bills. The hearing process includes witnesses from all agencies receiving funds and often public witnesses who are “interested parties”, but not direct recipients of the funds. Appropriation bills are not introduced until just before they go to the Floor. Until they are introduced, the bills are referred to as “funding for a certain fiscal year” rather than by bill number.

The Senate and House Appropriations Committees each have 13 subcommittees with jurisdiction over many programs and agencies. Each subcommittee passes its own bills. Appropriations also are tied to the calendar. The annual goal is to get all 13 appropriations bills signed into law by the beginning of the fiscal year. The Federal Budget Fiscal year is October 1 – September 30. In the event that doesn’t happen, a “continuing resolution” or CR must be passed in order to keep the federal government running. CRs usually continue funding at the previous year’s level.
CONGRESSIONAL COMMITTEE LIST

The Congressional Committee system and process work around the division of authorization, appropriations and jurisdiction over issues. The appropriations jurisdiction is divided into the following subcommittees at the Congressional level:

HOUSE APPROPRIATIONS COMMITTEE

SUBCOMMITTEES

• Agriculture
• Commerce, Justice, State and Judiciary
• District of Columbia
• Energy and Water
• Foreign Operations
• Interior
• Labor, Health and Human Services and Education
• Legislative
• Military Construction
• National Security
• Transportation
• Treasury and Postal Service
• VA-HUD and Independent Agencies

SENATE APPROPRIATIONS COMMITTEE

SUBCOMMITTEES

• Agriculture, Rural Development and Related Agencies
• Commerce, Justice, State and Judiciary
• Defense
• District of Columbia
• Energy and Water Development
• Foreign Operations
• Interior
• Labor, Health and Human Services and Education
• Legislative Branch
• Military Construction
• Transportation
• Treasury, Postal Service and General Government
• VA-HUD and Independent Agencies

Congressional Committee Structure

In addition to appropriation and authorization, congressional committees have jurisdiction to write legislation around issues and industry. The standing committees in both the House and Senate work on Law to improve and manage industry for the public good. The following are the standing committees in the House and Senate:

SENATE STANDING COMMITTEES

Agriculture, Nutrition and Forestry
Jurisdiction includes: Food Stamps, WIC, other nutrition programs and food inspection

**Appropriations**
Jurisdiction includes: all discretionary funding for federal programs. Key subcommittees which cover health policy issues include: Labor, Health and Human Services, Education and Related Agencies

**Armed Services**
Jurisdiction includes: all military funding, including military health programs (CHAMPUS)

**Budget**
This committee studies the effect on the budget of existing and proposed legislation

**Finance**
Jurisdiction includes activities of numerous agencies and offices: Executive Office of the President, Departments of Agriculture, Commerce, Health and Human Services, Homeland Security, Labor and Treasury along with the Pension Benefit Guaranty Corporation, Social Security Administration, Railroad Retirement Board, US Tax Court and numerous boards, commissions and advisory committees

**Homeland Security and Governmental Affairs**
Chief oversight committee of US Senate, primary oversight for issues of violent Islamist radicalization and homegrown terrorism

**Judiciary**
Jurisdiction includes critical role in providing oversight of Department of Justice and agencies including the FBI, and the Department of Homeland Security. The committee plays and important role in the consideration of nominations and pending legislation
Labor and Human Resources
Jurisdiction includes: health funding authorizations and key subcommittees which cover health policy issues including a) Aging, b) Children, Family, Drugs and Alcoholism, c) Disability Policy and d) Labor

Veterans’ Affairs
Jurisdiction includes: VA health and rehabilitation

SENATE SPECIAL, SELECT AND OTHER COMMITTEES

Committee on Indian Affairs
Jurisdiction includes: Indian Health Services

Special Committee on Aging
Although special committees have no legislative authority, this Committee has conducted studies of Medicare, prescription drug pricing, the nursing home industry and other health issues related to elderly

HOUSE COMMITTEES

Agriculture
Jurisdiction includes: Food Stamps, WIC, other nutrition programs and food inspection

Appropriations
Jurisdiction includes: all discretionary funding for federal programs

Armed Services
Jurisdiction includes: all military funding, including military health programs (CHAMPUS)

Budget
Establishes non-binding target amounts for all health spending

Commerce
Jurisdiction includes: health authorizations and re-authorizations, including Medicaid, Medicare Part B (shared with Ways and Means), public health and health facilities. Key subcommittees which cover health policy issues including: a) Commerce, Consumer Protection and Competitiveness, b) Health and the Environment and c) Transportation and Hazardous Materials

Education and Human Resources
Jurisdiction includes: worker safety, workforce issues, such as medical leave, higher education student assistance programs and programs
affecting family health, such as child abuse, domestic violence, Older Americans Act and nutritional programs for the elderly. Key subcommittees which cover health policy issues include: a) Occupational Health and Safety, b) Workforce Protection, c) Employer-Employee Relations, d) Postsecondary Training and Lifelong Education and e) Early Childhood, Youth and Families

Judiciary
Jurisdiction includes: antitrust, health fraud and tort reform

Government Reform and Oversight
Jurisdiction includes: Federal Employee Health Benefits Plan (FEHBP), consumer product safety, environmental protection and management of all human resource agencies, including DHHS and Veterans Affairs. Key subcommittees which cover health policy issues include: a) Civil Service, b) National Economic Growth, Natural Resources and Regulatory Affairs and c) Human Resources

Veterans’ Affairs
Jurisdiction includes: VA health and rehabilitation. The key subcommittee which covers health policy issues is Subcommittee on Health

Ways and Means
Jurisdiction includes: taxes, Medicare Part A (hospital) and Medicare Part B (shared with Commerce)

HOW TO FIND THE STATUS OF A BILL

To influence legislation, one needs to find out “where” in the process the bill is located. These are tips for this action:

1. **KNOW THE BILL NUMBER:** This is also your tracking number to obtain a copy of the bill, once it is printed.

2. **CALL THE CLERK:** With the bill number, the House or Senate Clerk can usually quickly tell you where in the process the bill can be found or what committee the bill is in after it was referred to that committee.

3. **CALL THE SPONSOR:** The sponsor, or more likely a staff person for the sponsor, often can be relied on to closely follow the progress of their legislator’s bill. They can also tell you whether anything is needed to be completed before it continues in the process.

4. **CALL THE COMMITTEE:** The subject-matter committee that originally received the bill usually follows all of their bills, especially if it received a “favorable” recommendation. Identify the staff person who is handling the bill and keep in touch with him.

5. **CALL SUPPORTERS OF THE BILL:** An organization that supports a bill usually will be following it closely and trying to get it passed with as few amendments as possible. Find a contact person at this
organization and keep in touch. They should be able to quickly tell you the status of the bill, how well it is doing, and what you could do, if anything, to help.

6. **DON'T BELIEVE EVERYTHING YOU READ.** Internet articles and even newspapers often have a poor understanding of the legislative process. News articles rarely give bill numbers or the precise status of the bill or any of the information you can get yourself.

7. **KEEP AT IT.** Things can happen very fast in legislatures. Of course, sometimes they can drag out for months (or years). Check on your bill on a regular basis and increase your involvement when it looks like something is going to happen. The more interest you take, the more you will be able to understand the process and what is happening to your bill.
Outreach and Communication with Legislators
OUTREACH AND COMMUNICATION WITH LEGISLATORS

KNOW YOUR LEGISLATORS

Every state has a State Senate and a House of Representatives, Assembly or legislature. Nebraska is the only state with just one chamber, which is the Nebraska State Senate. Your federal representation is by one member in the House of Representatives and two senators in the U.S. Senate.

The first step in becoming an effective citizen activist is identifying your legislators and knowing how to communicate with them.

The first job of a legislator is to provide constituent services: answering questions, helping one understand state government and listening to your views on interested legislation. Effective constituent service is important for any legislator who wants to get re-elected, so you will find that they are usually very receptive and respond to your communication.

HOW TO FIND OUT

Use internet access for many resources and lists of members of Congress. There is so much to learn at www.Senate.gov or www.House.gov. Take an online tour of Congress and have fun!

In addition to online research you have a few other options and places to contact to obtain that information:

♦ Make a local call to your local registrar of voters, also referred to as the City Clerk, Town Clerk, or County Clerk. They should be able to tell you from your address who represents you as State Senator and State Representative(s). They should be able to tell you the name of your Congressman and the U.S. Senators from your state.

COMMUNICATING EFFECTIVELY WITH LEGISLATORS

Once you have identified your legislators you want to make sure you communicate effectively with the legislator and their staff. This guide is intended to provide you with the necessary tools to communicate with your legislators and to become involved in the legislative process. Case managers have a unique opportunity to provide information about healthcare. Case Managers care for patients and families and have a special understanding of their needs. Legislators are looking to you for information on healthcare needs within their state, proposed solutions to issues you may raise and the funding requirements to meet those needs.

Every year legislators make hundreds of decisions regarding pending legislation. The information necessary to make these decisions is gathered by staff members who frequently use constituents as resources. You must educate your legislator in order to influence him or her to support your position. It is your professional responsibility to express your opinions and provide supporting data. Timely and consistent contact is the most effective means to communicate information to your legislator.

HOW TO SEND AN EFFECTIVE MESSAGE TO LEGISLATORS

Building relationships with policymakers at all levels and helping them understand and appreciate health care issues can lead to better laws governing the industry. There are many steps to creating new or changed legislation. This is why it is important to be engaged with legislators as they make the decisions on health policy.

Policy can be developed at any time and your engagement can occur at any point in the process. Below are the main entry points for you to start to engage with policymakers as they develop legislation:

♦ The idea phase: Approach a legislator about an issue. Then help them to formulate ideas by telling your stories to illustrate why this is important to your practice and the constituents they represent.
The drafting of legislation: Information is crucial during the drafting stage. Make your opinions known as legislation is being developed. Example: discuss the importance of the CM Model Act.

During hearings: Use this opportunity to explain your position and to hear the position of opponents to the legislation.

After hearings: Provide input when the committee sits down to work out the details of the legislation. It's a very short time frame, but a good time for input, especially to alter details in response to issues that arose during the hearings.

During floor action: Present your ideas for amendments to the legislation at this stage or state for the record the intent behind the legislation.

The implementation: Watch the ensuing regulations carefully and be prepared to comment if necessary on whether or not they reflect the true meaning of the legislation. This is an often overlooked opportunity but is just as important as the legislative process.
PERSONAL MEETINGS WITH YOUR LEGISLATOR(S)

Nothing is more effective in building personal relationships and getting your point across than a one-on-one meeting between you and your elected representatives and/or their staffs. Knowing the proper way to set up and conduct personal meetings with your legislator and/or their key staff assistants will enhance your ability to convey your message about a specific issue.

❖ **Plan your visit carefully:** Be clear about what you want to achieve before you make your meeting request. Besides knowing the facts about your issues, do a little homework to find out some things about your legislator. Determine the committees on which they serve and any particular issues they support.

❖ **Make an appointment:** No matter how well you know your legislator, always make an appointment and alert them to the time you will be in the area. Contact the legislator’s appointment secretary/scheduler initially by phone. Ask who should receive your request for a meeting. They will ask the reason you are requesting a meeting, how much time you think you will need and if others will be joining you for the meeting.

❖ **Be prompt, patient and dress appropriately:** Business dress is always advisable. When it is time to meet with your legislator, be punctual for the appointment and call as soon as possible if you will be delayed. It is not uncommon for a legislator to be late or to be interrupted during your meeting. If this happens, be flexible. If the member needs to leave, finish the meeting with the legislative aide and follow up with both the member and the aide after your visit.

❖ **Be prepared:** Bring your business card, if available. The person who meets with you will likely want to collect one and will exchange for one with their name. Have information and materials supporting your position, but don’t be overwhelming. Present your facts in an orderly, concise and positive manner. Whenever possible or acceptable, present viable alternatives or a different approach to the issue that your legislator could possibly consider.

❖ **Be political:** All legislators want to represent the best interests of their district or territory. Most importantly, they want to get re-elected! Make a special effort to demonstrate the connection between what you are requesting and the interests of the member’s constituency. If appropriate, describe to your legislator how you and others can be of
assistance to them. Offer to become an **expert resource** to your legislator when issues arise in which you have particular knowledge or experience.

- **Be responsive:** Be prepared to answer questions and provide additional information. Encourage questions. If you do not know an answer to their questions, let them know you will get the information and send it to them as soon as possible.

- **Be polite:** You have every right to ask your legislator to tell you what their position is on the issue you have been discussing. If their mind is not made up, ask your legislator to favorably consider the position you have presented. Thank your legislator for meeting with you and depart in your allotted time frame, as likely another constituent is waiting to be seen.

- **Always follow up.** Immediately send a thank you email to your legislator. Recap the purpose of your meeting and the points covered and provide any additional information on materials that might have been requested. Not only will the letter help reinforce your interest, but it will also help you in working with your legislator. Be sure to send a thank you email to any staff members who helped arrange your meeting, who attended the meeting with you and your legislator or who has been assigned to work on your issue.

**TIPS FOR A SUCCESSFUL LOBBYING VISIT**

**GENERAL RULES**

Schedule your lobbying visit with the Member of Congress (MC) or legislative aide prior to your arrival. Make appointments as soon as you know of your trip to Washington as schedules fill up fast. Try to lobby senators in unity with other case managers or key community leaders. Alert the MC's scheduler of the others who will be in attendance at the meeting.

Explain your purpose and whom you represent. It is easier for congressional staff to arrange a meeting if they know what you wish to discuss and your relationship to the area or interest represented by the member. Call to make the appointment and follow up with a confirmation email that also includes your cell phone. Send a copy to the legislative aide who assisted you in scheduling the visit.

**THE ROLES OF THE CONGRESSIONAL STAFF**
Each member has staff to assist him/her during a term in office. To be most effective in communicating with Congress, it is helpful to know the titles and principal functions of key staff.

**KEY STAFF AND COMMONLY USED TITLES:**

**Chief of Staff:** Has overall responsibility for evaluating the political outcome of various legislative proposals and constituent requests. COS has the responsibility of running the office. He/she communicates with other offices the priorities of the member. This position is the highest level staff in the office.

**Legislative Director:** Senior level position; generally coordinates and monitors the legislative schedule and makes recommendations regarding the pros and cons of issues. In addition, they help to direct constituent requests and meetings to appropriate staff covering the particular issue.

**Press Secretary:** Communications director; responsible for building and maintaining communications with constituents, media and general public. This is a dedicated staff position that works on getting out any message the member needs to have delivered to the media or public.

**Scheduler:** Personal secretary or scheduler; responsible for the member’s schedule. Contact this staff position to arrange appointments with the member or to find the staffer that can assist with your request.

**Legislative Assistant:** This is one of the key positions in most legislative offices. This position is the responsible for handling all areas of an issue for a member. The LA position will work with the member and senior staff on development of a platform for the particular issue area. This person will be the primary contact between you and the member.

**Legislative Correspondent:** Responds to constituent mail at the direction of the Legislative Assistant and the member. This position also will meet with constituents and stakeholders working on a particular issue.

**PREPARE FOR YOUR MEETING**

Now that you know the office structure and who you need to work with in the legislator’s offices you will want to prepare for the meeting. This includes:

- Make sure to have clear and concise points on your position and the populations you serve. Prepare to tell your stories about the CM services you provide and how this bill would affect care.
- Determine speaking assignments among participants in advance. Be sure to have a member take notes of your meeting. Rehearse length
according to the allotted meeting time, but be prepared to be flexible as congressional schedules can quickly change. If there is a vote or hearing underway, your meeting may take place on the way to the elevator or on the escalator, so make key points up front. Consider inviting the member to your chapter events, such as CM Week celebrations, if they will be in your state at that time.

- Discuss ways CM’s impact healthcare, improve quality and contribute to cost effective care. Ask for a specific action e.g. to contact you as an expert in Health Care. Even if your meeting is educational, have a general action prepared. Members and staff know you’re there for a reason. They become perplexed when the meeting is over and the reason for the meeting was not made clear.

- Make your case – you are presenting a cost-effective investment opportunity for the federal government, not pleading for a handout. Focus on the services you do and can provide. You are laying the political groundwork for success over the long haul!

LETTER WRITING TO POLICYMAKERS

Personal correspondence to members is an important tool. This allows you opportunities to speak directly about issues and to give supporting information. You can encourage your legislator to support or oppose a specific bill. Written communication is vital to members as the letter is a tangible and recorded advocacy piece.

Try to send personal letters, as form letters are not considered as valuable. If sending a form letter, try to adapt it to make it your own words. Always communicate with the legislator from your own district even if he is not a member of the committee working on the bill. Congressional courtesy allows those letters that are not sent to the appropriate district legislator to be forwarded to that legislator for reply. Keep them informed of your interests.

When writing to members about a specific bill the best time to write is when a bill is in committee, especially if your legislator is a member of that committee. Always refer to the bill you are writing about by its assigned number. Do not write about more than one issue per letter. Be sure to state whether you want your legislator to oppose or support the bill and detail your reasons for taking that position. Do not hesitate to inquire as to his/her stand on the current issue.

When writing to members and staff, identify yourself as a case manager, as this will lend authority when discussing health care issues. Be careful not to imply you are an official representative or spokesperson for your organization unless you are in that position in your chapter and are authorized to do so!
COMMUNICATION TO YOUR LEGISLATORS

Telephone
When issues are of extreme urgency or you are following up with a legislator a telephone call to the office is permissible. When calling the Capitol or district office be sure to have your reason for the call clear and be prepared to leave a message. Leaving a message is not a problem as the staff and the member usually are in meetings and set aside a time most days just to return constituent phone calls.

E-Mail
When e-mailing members please be sure to copy appropriate staff on the message. If you have a direct e-mail to a member and are e-mailing for a meeting, call to get the schedulers e-mail. If you are calling about an issue on health, be sure to get the Health Legislative assistant e-mail. Avoid e-mailing senior staff and the entire office on your request.

Be targeted and specific in your messages. Avoid elongated messages and be direct with the message to the member and staff. In the e-mail make sure to highlight and bullet point your issues and what you are requesting of them. If you possess expert knowledge on the topic, share it.

Be sure to include your name, address and preferred phone and email address should they have any questions. Be sure to spell the legislator’s name correctly. If referring to a specific bill, include the number it has been assigned.

Legislators appreciate praise from their constituents! If you follow their work on their website, let them know it is helpful to you. This becomes a monthly way you can keep in touch with them and keep your name and professional practice as a reminder to them that you know they are doing a good job.

Fax
Congressional offices still use faxes for some communication. Prior to sending a fax, contact the office by phone to ensure that the particular office is still using their fax and verify the number.
Sample Letters to Legislators
SAMPLE LETTER

Date

The Honorable First and Last name  
Office of Congressman last name of state  
Office number Senate or House Office building  
Washington, District of Columbia

Dear Congressman last name:

The Case Management Society of America (CMSA) is pleased to present “The Case Management Model Act”, which addresses many of the key building blocks to ensure that federal health care reform is successful at every level of care.

The Model Act addresses critical areas in case management and has been endorsed by organizations such as The National Association of Social Workers, DMAA: The Care Continuum Alliance, the American Board of Quality Assurance and Utilization Review Physicians, Inc. (ABQAURP) and other health industry organizations.

CMSA and our industry partners worked to develop the Case Management Model Act to define case management on the federal level. The Model Act defines qualifications for case managers, scopes of services, quality management programs and case management functions. In healthcare reform and other areas at the federal level we are seeing care coordination and case management being addressed; CMSA and industry leaders want to make sure case management is properly defined to ensure the best quality of care for patients.

Case Management is a collaborative process of assessing, planning, facilitating, coordinating and evaluating to meet an individual and family’s comprehensive health needs. Case Management offers a unique and effective way to mobilize resources to promote quality-based and cost-effective outcomes for a wide range of populations, with different health care needs. For example, case managers provide critical services on a daily basis to help patients and their caregivers navigate, coordinate and transition through a dynamic approach to better achieve their health care goals. We need to make sure that these services continue to be properly funded and expanded to reduce costs and improve clinical outcomes.

Established in 1990, the Case Management Society of America is an international non-profit 501(c) (6) multi-disciplinary professional association dedicated to the support and advancement of Case Management professional practice through educational forums, networking opportunities, legislative advocacy and establishing standards to advance the practice. CMSA is based in Little Rock, AR, and serves more than 20,000 members/subscribers and has 73 affiliate and pending chapters.

The Case Management Model Act provides important resources to help legislators, regulators and other policymakers to better understand how case management programs can support health care reform. Without federal support, we will not be able to harness the full power of case management strategies and interventions.

CMSA is pleased to provide you with any additional information that you may need to fully understand how case management can support a myriad of federally-sponsored programs. A complimentary copy of the new Case Management Model Act can be downloaded at http://www.cmsa.org/ModelAct or requested by emailing policy@cmsa.org.

Case Management is one of the most effective solutions in health care and must become a fundamental pillar of health care reform including promoting patient education, safety and healthier outcomes.

Sincerely,

Your Name  
Relationship to CMSA(chapter name/member)
Congressional Hearing and Testimony Tips
Testimony and Hearings

As health professionals and members of CMSA you have a distinct background and your experience can help legislators with pending legislation. During the legislative process, committees hold hearing and invite issue experts to testify on issues in the legislation or bill that is being debated in committee.

Testifying at a hearing on a pending legislative bill or administrative regulation is one of the more certain places in the legislative process where one person has the ability to make a difference. Being invited or offering to testify is a great opportunity to engage policymakers in the grassroots and advocacy areas impacting you. When one testifies, remember these tips:

1. **THANK THE COMMITTEE:** Always start by thanking the committee chair and then the ranking member of the opposition party and the remainder for the committee for the opportunity to testify in front of them.
2. **IDENTIFY YOURSELF:** Simply give your name, town of residence, what you do for a living. “Good morning. My name is John Doe. I live at XXXX. I practice as a case manager (for XXXXX; this is optional).”
3. **STATE YOUR POSITION:** Simply give your position. "I am testifying in support of or against the passage of Senate Bill 919”.
4. **GIVE YOUR REASONS:** In one or two summary sentences, explain your reasons to supporting your position. Providing clear concise statements.
5. **IMPACT ON POPULATION:** Provide the committee with information on how the regulation or bill will positively or negatively impact the populations represented by members of the committee.
6. **HAND OUT WRITTEN TESTIMONY:** Provide the committee staff with a written copy of your prepared testimony prior to the hearing.
7. **ANSWER QUESTIONS:** This is often more valuable than your prepared testimony. Always propose questions in the testimony and provide thought provoking statements that will engage the members.
8. **BE CLEAR:** Do not use technical or obscure language. Short, concise sentences are best.
9. **BE REASONABLE:** Stick to your issues. Be respectful of those who oppose your position.
10. Most importantly, at the end of the hearing or your testimony be sure to make a clear and concise conclusion and thank them for the opportunity to address the membership. Remember to send a follow up thank you note to each committee member.
Conclusion
Conclusion

All the information, resources, tools and tips are to help members become effective advocates for our professional practice. As Case Managers, your knowledge and expertise is an invaluable resource to policymakers working on the legislation and regulation of your profession.

Final tips for impacting the future of case management

1. E-mail your senators and representatives today! Members of Congress often say that they rarely hear from their constituents about case management, so it must not be an issue that "matters" with the local electorate. It has been statistically noted that 1 letter counts for 10,000 electorate opinions. Tell your representatives why case management matters to you and why their support is so important. Be sure to send a copy of the e-mail to CMSA’s Public Policy Committee (PPC). If you can obtain permission, send the letter on your chapter/business stationery.

2. If you plan to be in Washington, place a call to your representative's/senator's Washington office ahead of time. The numbers for the Capitol switchboard are 202-225-3121 (House) and 202-224-3121 (Senate). Ask if you are able to stop by their office. They will try to accommodate you if able. Many offices plan a day to have constituents come as a group and often will have official photographers to take photographs of the visit with the member.

3. Encourage members to contact your local chapter’s PPC and Liaison Representatives to CMSA’s PPC for ways they can help support the initiatives.

4. If you belong to any civic, business, cultural or social groups (Rotary, PTA, etc.) encourage them to pass a resolution of support for continued federal support of case management, especially if the groups have worked with your local chapter or have accessed CM benefits in the past. Send copies of their resolution to your congressional delegation, your local chapter and CMSA’s PPC.

5. Write a letter to the editor of your local paper, especially during CM Week celebrations. Representatives and their staffs read hometown newspapers, so it’s important to keep the issue of the on-going need for federal support for case management in the press. If you see an editorial or column in the newspaper that opposes continued federal support, it is important that you respond with a letter of your own. Don’t expect someone else to do it!

6. Representatives conduct town meetings or speak to local groups when they are in their home state. Try to attend such a forum and make your feelings about case management known.
Remember: You are the expert! Have fun and know your efforts will make a difference for our professional practice.

To reach CMSA’s Public Policy Committee:

Valerie Emmons at: vemmons@cm-innovators.com or

Scott MacConomy at smacconomy@cm-innovators.com.