

CHC Worst Case Scenario 2: Your CHC has a crop of new appointees but they aren't participating in CHC activities as CHC officers would prefer. How do you train appointees to increase engagement in CHC activities?

Best CHC Outcome Scenario 2: That the CHC creates an onboarding/orientation process for new appointees that not only provides general CHC-related information, but also creates opportunities that help new appointees immediately engage in CHC work.

1. Gather information — *What information do we need before taking action?*

- Have appointees been asked why they aren't participating more fully in CHC activities?
- Were expectations communicated effectively when initial appointment took place?
- What orientation/on-boarding opportunities are currently offered? How could training be improved?
- How have your seasoned appointees helped new appointees become more involved in the CHC?
- Is the problem that new appointees underperforming or could CHC officers have had unrealistic expectations for the performance of new appointees?

2. Consider relationships — *What to keep in mind to maintain respectful relationships?*

- The CHC has a statutory responsibility to provide board training for appointees.
- CHC must maintain a proactive approach to training—provide information and create opportunities that enable each appointee to succeed.
- Seasoned appointees should welcome new appointees; new appointees must make an effort to engage.
- Be aware that individuals have different ways of learning and retaining training information; work with each appointee to figure out how best to communicate and educate.
- Be aware of environment created within CHC with respect to open communication—help everyone (seasoned and new) feel free to ask questions. New appointees should be able to ask, how do I do this? Seasoned appointees should be able to ask, have we explained things clearly?
- Appointees are volunteers; be realistic and respectful about the load you are expecting them to carry.
- Chairs must work to maintain a collaborative environment—enable all participants to participate and thrive.

3. Make a plan — *What actions should be taken to accomplish best case outcome?*

- Use THC's orientation web material and create your own training specific to your CHC activities.
- Ensure that new and seasoned appointees have an adequate understanding of role and responsibilities (formal or informal).
- Consider doing a special orientation/on-boarding session with new appointees immediately after appointment.
- Make sure that appointees have the opportunity to ask questions and clarify instructions related to CHC programs and procedures.
- Schedule "homework," then take time at each meeting to go over assigned content to answer questions.
- Integrate training into regular meetings—short trainings given by appointees or county staff with expertise.
- Provide an annual training for all CHC appointees to address organizational planning for the year and convey expectations with respect to participation and behavior.
- Provide appropriate notice for training opportunities to maximize the potential for appointee participation.
- Have seasoned appointees mentor new appointees with the intent to train and provide support.
- Ultimately, you want to find ways that each appointee can contribute in meaningful ways.