Hello, on this Todd, I want to address the idea of how often a team should meet, a frequent question that comes up. And as you're building your team and considering which members might be on it, who should lead it, what we might call the team, how we advertise it, one of the other questions we get is how often should the team meet to really be effective? In some ways, this question is a bit dependent on the type of location that you're at. If you're at a workplace, if you're in a K through 12 school setting, if you're over at a college or university or some other manifestation of how bed and care teams work, there may be some questions about how often you should be. Generally speaking, and this is some of the best advice I can give. We want to be careful about just meeting when there's a crisis or a problem. And I think if we follow this general rule will be in a much better place. What we've seen with teams that do this, and it makes some sense that they might want to. There's a lot of things that we're doing around our community. We have other jobs. Oftentimes, team members are wearing second or third hats to be on this team. So, it makes some sense that if we don't need to meet, should we really meet? And are there other things we could focus on? Let me give a little push back and let me give a counterpoint to this. When we're able to meet regularly, one of the things that happens is we're able to then form a better connection with the team itself, building a connection with individuals, understanding how we all get along, how we communicate, what our weaknesses and strengths may be among the team.

So, one of the critical pieces here is as we're meeting and as we're engaging with each other, if we do this more frequently, we're going to get to know each other better. We're going to know how to communicate better. And when the crisis does come or when there's a more pressing matter, one of the things that we'll have then is

some some money in the bank in terms of the team's ability to process and move forward. I'll jump to the chase here. And I don't think there's a big question about how often teams should meet. Ideally, we want teams to meet weekly. And if you can do weekly for about 90 minutes, that's what we see from most of the college and university teams. That's a great place to start. I realize that's a big-time investment for many folks. And maybe looking at meeting every other week would be a useful stopgap. If you are meeting every other week. Again, it really suggests that 90-minute time frame, if you're meeting weekly and you can do an hour, that might work as well. As long as you're efficient with the time and you think about how you set up your agenda and move through the cases that you need to discuss. There's not too much time there to get off track. One of the things I'll mention as well is just the challenge of how many meetings we should cancel. And if you're thinking about meeting, one of the things that you might consider is, you know, we want to meet me consistently and that's really a good thing. One of the challenges we find is individual teams that try for, say, the aspirational goal of meeting more frequently, but then cancels a lot of the meetings, be aware of how that's going to look in the bed. Worrisome state. If there's a lawsuit or someone gets into an audit situation, you don't want to have a situation where you've canceled 50 percent of your meetings. And in this day and age, there's a lot of technology that tracks things like cancelation rates or appointments that are changed. So that data is going to be fairly readily available. So I'd rather go back to how often we meet. I'd rather have a team meet every other week and say cancel five or 10 percent of the meetings than to have a team that's meeting fairly, has a goal, if you will, to meet every week, but then cancels 50 percent of the meetings. That's not going to look good on the back end if that comes up in an audit.

If you don't have the ability as the team to have cases of, say, we have a quiet week, I don't know when that happens anymore, but perhaps it did in this case, if you're having that scenario, this is where we have

opportunities to train and to look more specifically at cases. We have lots of tabletop cases, exercises, things that we can walk through. If you want to do this from a home-grown approach, I think that works as well. You could certainly pass around the team and have one of the assignments that everyone each month writes a very simple couple paragraphs case, a scenario, if you will, that the team can then discuss and come up with an assessment of risk and then some interventions moving forward. So weekly is really what we want to be, that's really going to be our goal moving forward, especially if you're a new team, I can give almost no better advice to a new team member chair than to say if you have the ability to have the team weekly right off the bat, it's a great habit. It's going to keep the team tuned up and working well.

So you see here, there's two examples that I give you if you're just starting out again, working weekly, really good goal. I will say other teams that I've worked with, sometimes they have a philosophy, a feeling on campus. There's something going on where, you know, this is just what it's been. You know, we meet every month as needed and now you're hearing this and you want to improve. I would caution you a bit to trying to push the entire change too quickly to meeting weekly and almost again, rather, see a team that moves from, say, meeting once a month to as needed, moving that a little bit more specifically to every other week, maybe for a semester, maybe four to maybe again for about a year, and then trying to kind of take the next step to meeting more frequently. And I suggest this because I don't want the team to, again, have this aspirational goal where we start to lose buy in from the team members, we start to have less participation and we start to cancel meetings. I will say this as well. And it's a bit of an aside. Another pet peeve that I run into is team chairs who often mean well when they say this, but they might say something like, well, we don't have a lot to talk about today. Let's try to move through this fast. We want to get you back to your career. I want to give you some time back. And, you know, that then becomes a little bit, in my opinion, related to basically a meta communication that the meeting, if we can get it done, that's the priority. And part of good leadership on a team, which we'll talk about in another time, is really setting the stage for other individuals in the group to make sure that we're all on board with the idea of carving out this time each week or every other week to spend thinking about these issues. When we don't do that, we're like these thumbtacks, right? Everything comes together at one point and then we're more rushed. And especially if we don't know our team very well. We have different positions, different areas around the workplace, around the school, around the campus where we just don't know each other that well. So to be able to move really efficiently through a high number of cases without the team meeting and spending some time with each other, we're going to run into some problems there for sure.

So, some practical takeaway is just to sum up here at the end for Todd, we want to try to meet regularly. Weekly is the ideal, becoming weekly for 90 minutes. That would be the preference otherwise meeting every other week for that same 90 minutes. What we find is trying to do the meeting in less than 90 minutes. Again, rushes things, doesn't allow people to to take a moment, take a breath and to really move through the scenarios, the cases, the reports that we're getting, making sure that we're attending to all those details during the downtimes. Use this. Please do not end the meeting early. Instead, use this for a check in with the team members, spend some time doing a tabletop exercise, go through a scenario. What would happen if we had a suicidal student on campus? Would we contact the parents? What would happen if one student assaulted another? How many campus safety or a school resource officer respond to that versus someone else on the team from a

different perspective? One other last point is, if we have a good agenda and a good process, we can move more efficiently through the meeting's content. And we'll talk about that separately moving forward a little more specifically, but having a good, organized approach to let's move through these cases. I personally like moving through the cases that were previous from the last week, getting updates and then bringing new cases forward. What we found is if you wait and start with the new cases, everyone gets chatty and excited about some new situation. We kind of forget to update the old as well. I hope this information's been useful for you today on our TODD.