

# Organizing a Group

*A guide for leaders*

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## Organizing a Bikur Cholim Group...

During the past 20 years the Bikur Cholim Coordinating Council has supported scores of community organizations in the New York area—and across the country—in organizing and maintaining programs. Please contact us if we can assist your group in better performing the mitzvah of bikur cholim and see our current Publications.

Each November in New York City our annual conference on bikur cholim offers seminars on organizing and sustaining groups along with a chance to meet experienced practitioners. We welcome all to attend.

- Starting a new group
- Sustaining a group
- About starting a synagogue group

Synagogues, Bikur Cholim Programs & Caring Committees are encouraged to become affiliated with us.

## Organizing a Bikur Cholim Group...

### How to Organize a Bikur Cholim Group...

Starting a new bikur cholim group can be a challenging process... one we're experienced at supporting. Feel free to contact us if we can be of any assistance. Below are outlined the nine main steps involved.

- Step 1: Determine Leadership — Find a Partner
- Step 2: Decide the Scope of the Project
- Step 3: Recruit Others
- Step 4: Training Program
- Step 5: Community Resources and Referrals
- Step 6: Finding People to be Visited
- Step 7: Delegate Responsibilities/Committee Chairs
- Step 8: Support for those Giving Support
- Step 9: Up & Running

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#### Step 1: Determine Leadership—Find a Partner

A key element is to try to have at least two energetic and committed people to share the task, and assume the leadership to organize a bikur cholim group. If you are the first with the idea, ask the Rabbi for help getting another congregant involved. The administration of a bikur cholim committee needs to be thought through. All members of the committee and leadership of the congregation need to be clear about how the bikur cholim committee will operate. Whatever your steps, always keep the Rabbi informed and involved.

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#### Step 2: Decide the Scope of the Project

It is necessary for the organization's leadership and the individual who has agreed to organize a bikur cholim group to decide what the scope and nature of the activities deleted BC will be, specifically:

- Who should be visited?
- Should visits be made to all Jewish sick in a neighborhood hospital or to congregation members only?
- In hospitals? In nursing homes? In their own homes?
- To the homebound in the neighborhood?
- What other services need to be provided (regular phone calls to son after *shiva*? Car pool assistance to doctors? Telephone check-up calls?) These may change as the group evolves but its important to develop a working plan.

## Starting a New Group... continued

### *Think About Your Synagogue Culture*

In some communities, an average congregant may only be interested in a pastoral visit from the rabbi or cantor; lay visits might be unwelcome. In other synagogues membership might expect and be open to a visit from a fellow congregant. Clergy and lay visits are not mutually exclusive; each offers something that the other does not.

Educate your community towards a greater openness to making and receiving lay visits. To do this, a shift in the culture of the congregation is often necessary. Such shifts in attitude may take time. Be realistic in your expectations, and sensitive in knowing the history of your congregation's culture around such matters.

### *Confidentiality — a "Sacred Trust" Reemphasized*

The issue of confidentiality is central and needs to be discussed, explained, and emphasized to the entire community. Those who are being visited need to know that those who visit them will keep the content of their meetings confidential.

When the visitor speaks to others at meetings with either his or her buddy or with the clinical chairperson, the identity of the person visited should remain confidential. In the case that a visitor is concerned about the safety or well-being of the one who is ill, he or she will communicate the information to the rabbi, whose responsibility it will be to provide follow up.

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### **Step 3: Recruit Others**

Recruit visitors from among the members of the congregation or organization. Start with a small nucleus or a large group. In inviting volunteers, among the qualities to look for are:

- sensitivity to the needs of people
- an ability to empathize
- a sense of responsibility to follow through on a commitment
- respect for confidentiality
- ability to be a good listener
- ability to be aware of changes in moods and behavior in people and to accept differences in those you are visiting and for working as a team

Remember, there are tasks for every kind of responsibility and skill.

#### *A. Recruitment*

## Starting a New Group... continued

Inform the community about the creation (or revitalization) of the group.

Raise awareness of the concept of bikur cholim through a high holiday sermon or a Bikur Cholim Shabbat Vaera to sensitize the community of the importance of bikur cholim. Themes might include: Judaism and Healing, Loving Our Neighbor As Ourselves, or The Importance of Mitzvot of Compassion.

The rabbi, cantor, educator, congregation president, and/or members of the community may want to devote one of their bulletin columns to the issue of bikur cholim, and remind people about the opportunity to serve on the bikur cholim committee or as a visitor.

In any publicity, be clear about who to contact for those who are interested in taking part in bikur cholim.

### *B. Screening/ Levels of Participation*

The committee chair will help each individual determine an appropriate level of participation based on interest, talent and availability. The issue of screening individuals for the committee is sensitive, requiring judgment based upon both objective data and subjective intuition. The person in charge of screening might best be someone who has had practice in interviewing people.

### *C. Levels of Participation/There is a job for everyone*

Offer participants the opportunity to be part of the bikur cholim effort at a number of different levels. Some may want to visit weekly, others may want to cook a meal every month or so. Others may prefer running errands for those who cannot get out of the house, while still others may help with some daily task such as opening mail or responding to phone calls. Each member may fill out a personalized job description indicating preferred populations to visit, interests, availability, etc. This allows each person to participate at a level that is comfortable for them, with room to grow into other areas.

### *D. Cautions/Suggestions*

Although there are no hard and fast rules here there may be some individuals whom the committee chair and/or rabbi consider to be unqualified or not ready to be representatives of the community in visiting the ill. Such individuals should be encouraged to participate in the mitzvah by cooking food, delivering meals, or otherwise helping the ill in non-direct ways.

For instance, a person who has lost a close relative within the past year and is in the midst of the initial stages of grief may find it difficult to stay present for others who are wrestling with serious illness. It is typically better for such a person to wait to join the committee as a visitor the following year.

## Starting a New Group... continued

Others struggling with family issues or mental illness may be unreliable as a supportive presence to the ill (though we are not suggesting that someone with a mental illness should automatically be disqualified from joining the committee and providing care to others).

### *E. Designing Your Outreach Campaign*

Assess the unique potential within your own community. Remember students may be eager for volunteer positions as a way to gain experience and academic credit for community service; retirees may be seeking outlets for their skills; newcomers may be happy to take on a responsibility that will make them part of their new community. Working people may be looking for opportunities to interact with people in less-competitive, more-meaningful ways. All these individuals may never have considered the possibility of participating in bikur cholim, but once informed, they may find an unexpected opportunity for spiritual growth and fulfillment.

Your publicity should appeal to those you are seeking to attract:

- Mail or post eye-catching flyers.
- Write articles for a congregational bulletin or the general press.
- Ask your rabbi to speak from the pulpit about the religious significance of bikur cholim and your search for additional volunteers.
- Reach out to congregation membership with specially designed tab cards on the High Holidays.
- Have an educational workshop on pertinent or related topics.

When positive responses to recruiting calls are received:

Respond to them quickly and appropriately. Have job descriptions available so the volunteer can choose possible assignments at that time. Provide an overview of the whole program. The recruitment process is successful when the new volunteers are fully oriented into their roles, and when new and old volunteers have a chance to meet each other.

Assignments should wait until the group coordinator speaks with the newcomer. Every applicant can be encouraged to participate in some episodic, relatively undemanding, position. These might include planning and preparing patients' holiday celebrations, writing or editing bikur cholim bulletin articles, and organizing fundraising parties or volunteer-recognition events.

Visiting for teens can be a meaningful experience when feeling useful, accepted, appreciated and connected is important. Teenagers are especially welcome visitors in nursing homes. In addition to person-to-person visiting, many young volunteers enjoy assisting with arts and crafts, conducting such group games as Bingo, and aiding individuals who cannot physically participate in these activities without help.

## Starting a New Group... continued

Teens particularly enjoy drawing up genealogies and taping personal histories, activities which give residents the chance to enjoy sharing their experiences.

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### Step 4: Training Program

Kind intentions and a willing attitude is most important, but training may give you information and skills so that you might be most effective in your visiting effort.

Training can include establishing interpersonal relationships; understanding the limitations of the role of the bikur cholim visitor; knowing how to make a visit at home, in the hospital and/or nursing home – what to say and what to do and how to terminate the visit. Training can be provided by professionals within the congregation or outside consultant from the JFS agency. Contact us for more information about the training offered by our staff.

In hospitals and/or nursing homes, the training includes an orientation to the specific hospital and/or nursing home by the director of volunteers to familiarize the bikur cholim visitor with pertinent policies and regulations and other institutional requirements.

Seek out opportunities to hone your skills with educational workshops offered in the community. Training and orientation is most effective with group discussions, interactive role playing, audiovisual presentations and other participatory methods which draw on the life experiences of the people doing the visit.

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### Step 5: Community Resources and Referrals

Obtain or compile a directory of agencies and services available in the community to assist the bikur cholim volunteers to obtain services for those visited.

In many Jewish communities directories have already been developed by agencies, federations or councils. Such directories are often available on request and can be useful.

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### Step 6: Finding People to be Visited

With all the people in need today, it may be a surprise to find that recruiting people to visit can be a slow process. Often people feel hesitant and embarrassed to ask for help. Counter these feelings with a recruitment that entails outreach and publicity and education. Get the word out about what your group does, and communicate to members that illness and wellness are normative events in our

## Starting a New Group... continued

lifecycle. This knowledge can influence the larger synagogue/organizational culture by giving people permission to ask for help: knowing that their illness is a part of life and something we all face at one time or another. Sometimes it is the time to ask for assistance and sometimes is the time to be the helper.

Continue to underline the message of bikur cholim as a reciprocal relationship using Jewish stories, text studies and life cycle workshops to bring home the message that bikur cholim involves a partnership between those able to help at this moment and those asking for help without shame or self consciences. This involves a slow, steady re-education of the congregation.

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### **Step 7: Delegate Responsibilities/Committee Chairs**

Two co-chairs with two discrete job descriptions works well. One chairperson acts as the administrative chair, an the other as the clinical chair (or, the administrative chairperson may be the sole chairperson, but there is a clearly appointed person on the committee who is in charge of clinical oversight).

The administrative chairperson is in charge of knowing each committee member's availability; he/she will keep a file of each member's personalized job description. Requests for visits will be made to this chairperson. He or she will then match a committee member to someone who needs visiting, contacting the committee member, and then making sure that the visit was completed.

The clinical chairperson is available for support to members as they encounter difficulty, tension or lack of clarity in their visits, may be called before or after a visit to support the visitor, facilitate periodic support meetings for the group s a whole, and/or arrange for other professionals from the community to offer wisdom and skills for committee members' ongoing growth. Because much of the work of bikur cholim takes place one-on-one, it is important to bring the group together to discuss experiences (confidentially) and to gain strength and insight from one another.

Committee members may want to match up with a buddy within the committee for greater contact and support before and after visits.

#### *Elements of Effective Meetings*

When starting a Bikur Cholim Group, the coordinator may have to take an active role at first to set the tone.

Key group leadership skills needed for this position include:

- Establishing a clear and consistent framework for meetings, e.g. making sure they start and on time.

## Starting a New Group... continued

- Suggesting topics and/or encouraging group members to bring up topics.
- Keeping members focused on topics.
- Reflecting, clarifying and summarizing what members have said.
- Encouraging open discussion and expression; discouraging negative responses or interactions (see below).
- Suggesting solutions or ways to work on problems and or encouraging the group to contribute suggestions.
- Pulling together the discussion into a clear summary, decision, or statement regarding next steps to be taken.

### *Guidelines for Running a Meeting*

1. Create a safe and open climate in which individuals can relax and risk speaking their minds.
2. Let them know there is a strict code of confidentiality. Whatever is said about patients or about group members remains in the room. No tales are to be carried.
3. There is no "right "or "wrong" way to participate. This is not a performance!
4. Give clear instructions and keep track of time restraints.
5. When members share reactions and observations, encourage them to make "I" statements about what they themselves Experience, i.e., "I think", "I feel that ...", rather than speak in general terms, i.e., "Some people..." or "You should..."
6. Allow for a diversity of opinions and perceptions. Each person's outlook has value.
7. It is helpful to end of the meeting by generalizing from the discussions to the actual bikur cholim experience.

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## **Step 8: Support for those Giving Support**

Those who regularly do the mitzvah of bikur cholim need to have regular support. Much of the work takes place one-on-one, and therefore runs the risk of taking place in isolation. People need to be recharged from time to time. We suggest monthly meetings for support and further training, if so desired. If monthly meetings are not possible, we suggest that your group meet quarterly. As you assess the needs and availability of your particular community, remember that support is essential so that people do not experience burn-out.

In addition, each bikur cholim committee member should have a buddy who can offer peer support before and after particular visits as well as whenever additional support is needed.

## Starting a New Group... continued

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### Step 9: Up & Running

#### **System Logistics: Everyone needs to know how it works**

The way in which information flows needs to be clear to the entire congregation. Congregants need to know whom to call in the case that someone is ill and in need of lay support; this information may be listed in the synagogue bulletin, posted in the entry way to the building, mentioned from the bimah, etc. Each time the congregation is reminded whom to call in the case of illness they are reminded that lay visitation is something to expect from a synagogue community.

The initial contact person (whether the rabbi, the synagogue administrator, the bikur cholim committee chair person or another designated individual) then needs to give the information of a congregant's illness to other people who should be informed (unless otherwise noted). Typically, someone who requests lay support will also want the congregational clergy to be informed about his or her need; key support does not replace rabbinic and/or cantorial support, nor does clerical support obviate the need for lay support.

After the administrative chairperson has matched a committee member with someone in need, the chairperson needs to make sure that the visit was completed; this can be accomplished either in writing or by phone.

## **Organizing a Bikur Cholim Group...**

*Pirke Avot* (Ethics of the Fathers) reminds us that we must strive to achieve a balance of perspective between the work which needs yet to be done and what we can realistically accomplish.

Bikur cholim groups are periodically confronted by complex and challenging situations. Consultation, training, and referral resources provide an invaluable source of support. The coordinator can turn to family service agencies, clinics, hospitals, and private practitioners for these services. Some bikur cholim groups find it useful to establish a professional advisory committee.

### **Form a Community of Support**

As Jews, we have a long tradition of deriving support and sustenance from the community. Bikur cholim volunteers are entitled to feel the security of a "safety net."

### **Combating Stress through Community**

Every member of your group, from the latest recruit to the strongest veteran caretaker, is in need of some form of handholding and reassurance and will therefore benefit from an organized system of support. Regularly scheduled group meetings offer opportunities for volunteers to share frustrations, enjoy successes, and offer each other advice and encouragement.

### **New Perspectives through Training**

At educational meetings, members can benefit from a talk by an expert guest speaker, a doctor or nurse, about a specific medical protocol. A psychiatrist, psychologist, or social worker might give you insights into mental health issues or practical advice on how to relate to certain patients and situations. Social workers might talk about resources in the community that could be helpful to the patient. Rabbis or Jewish educators can provide spiritual guidance and useful materials, such as prayers, teachings, and concepts. Recovered patients or members of other bikur cholim groups might also have interesting and pertinent information to give.

### **Support Visitors**

What is involved in sustaining and supporting the volunteers? Volunteers must be given the opportunity to meet periodically, encouraged to relate their experiences, and evaluate them and be given the chance to share ideas and suggestions for overcoming any difficulties encountered in the course of their visitations.

Bikur cholim visitors need to feel:

- Effective: they are helping people
- Recognized: others see that they are helping
- Accepted: others value what they are doing
- Free to rest: they can stop when they want/need to.

## **Sustaining a Bikur Cholim Group... continued**

Being part of a well-run group helps provide the support needed to do the work.

Meetings boost morale and provide an opportunity to express appreciation for the efforts of the volunteers and coordinator, ensuring participants that their work and experience are valued.

### **Steps in Motivating**

- Know and respect people's skills, education, and abilities.
- Show people you have confidence in their ability to do a job right or take on a new responsibility competently.
- Give people a whole job — not a series of doled-out tasks.
- Give people "ownership" of the job - tell them what needs to be done, let them decide how to do it, then back off.
- Give people feedback on how they're doing (but don't look over their shoulder while they're doing it).
- Recognize people publicly for their achievements

### **Alternatives to Firing a Volunteer**

1. Reconnoiter to find out what is really wrong.
2. Supervise the volunteer.
3. Reassign the volunteer to a new staff person.
4. Reassign the volunteer to a new job.
5. Retrain the volunteer to be able to do the job right.
6. Revitalize the volunteer by giving them a sabbatical.
7. Motivate the volunteer.
8. Rotate the volunteer to a new setting.
9. Refer the volunteer to another agency.
10. Retire the volunteer with honor.

### **Events and Activities**

- Plan to attend an annual conference or periodic symposium as a group.
- Write an article or newsletter to publicize the bikur cholim group activities, to encourage people to join the effort, and aid in fundraising.
- Develop a directory of local services as a resource for your community.
- Design a bikur cholim logo.
- Design get well cards.

## About Starting a Synagogue Group...

### **Bikur Cholim 101: Building Synagogue Visiting from the Ground Up**

This presentation is from The 15th Annual Bikur Cholim Conference: *"In the Company of Hope: Lifting the Spirits through Bikur Cholim"* on November 10, 2002.

*Presented by Susan J. Rosenthal, LMSW, Co-Coordinator, National Center for Jewish Healing of the JBFCs. Formerly the JBFCs Social Work Consultant to Congregation B'nai Jeshurun, a congregation of 3,000+ members in NYC.*

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While there is nothing more powerful and beautiful than the individual act of bikur cholim, visiting an ill person, a synagogue community needs a structure through which it can potentiate, hold and channel all the good intentions of its members. Like the building guidelines for the Mishkan, found in our Torah, each community can benefit from developing a structure tailored to its specific needs. Participants are encouraged to explore the basic components of this structure, the tailoring process, different approaches communities have used and ways of addressing obstacles. Bring your experience, obstacles and accomplishments.

#### **A. Components To Consider In Developing The Building Plan**

1. Culture: Within the Synagogue Community
2. Collaboration: Between Rabbis and Lay Leaders/Members
3. Core: The Bikur Cholim Leadership Committee
4. Pillars and Posts: Divide and Manage

**CULTURE — Visiting (reaching out) depends on knowing that someone in the community is ill.**

- Do members know what Bikur Cholim is?
- Do members *Call Out of Help*? Do they *declare themselves ill*?
- Do ill members know whom to inform and how to do this? Do they contact the Rabbinic Office or other member of the community? Do they know what to expect as a response?
- Do members act as the *Eyes and Ears* for the rabbis and Bikur Cholim Committee? Do members know who to tell when they learn someone needs help?
- To what extent does a helping response happen naturally in your community? How can this be strengthened? Are certain sub-groups more in the loop than others?
- Do members *expect* the Rabbis and members to be mind readers, know they are ill, and then get disappointed when they don't get an adequate response?

## About Starting a Synagogue Group... continued

- What vehicles exist to support/ increase awareness of the mitzvah?

### **COLLABORATION — Between Rabbis and Lay Leaders**

- How does the Rabbi(s) / Rabbinic Office respond to the needs of its members who are ill? What is the range of responses?
- What constraints do the Rabbi(s) wrestle with in addressing this mitzvah?
- How do they involve lay members in meeting the needs of those who are ill? Which aspects of this system are formalized? What about the informal system?
- What do the Rabbi(s) see as the down side to involving lay leaders in responding to the needs of the ill?
- What do the Rabbi(s) see as the up side to involving lay leaders?
- Are lay leaders committed to decentralizing (involving as many members as possible) in the mitzvah? What are the barriers here?
- What are the ways a common vision and progressive partnership can be built between Rabbinate and Lay Leaders?

### **CORE — Building the Bikur Cholim Leadership Committee**

- What is the purpose/mission of the Leadership Committee?
- What are the respective role(s) of the Committee Chairs/ Co-Chairs, Team Leaders (see Pillars and Posts), Rabbinic Liaison and Staff Liaison?
- Ideally, what are the core skills that each need to get the Committee working effectively?
- How would the Leadership Committee function? How often would it meet as a whole, in sub-committee (Teams) and for what purpose?
- What are the ways you can identify and recruit members onto the Leadership Committee?
- What are some of the promoters and barriers to recruiting members into leadership positions?
- When should Chairs start planning for a transition in committee leadership? What are the important components in this process?
- Who attends to the recognition, acknowledgements and Thank you's for the time and effort put in by all?
- How do you evaluate the effectiveness of the mitzvahs being done?

### **PILLARS AND POST — Identify, Divide and Manage Key "Buckets of Work"**

## About Starting a Synagogue Group... continued

- What are the key "buckets" of bikur cholim work that need to get done in your synagogue? Include as many components as possible. Review your list and see what is missing.
- How might these buckets be grouped together to form discrete team functions?
- What are the teams and the buckets or tasks that fall under each team?
- List the teams in the order of their importance to the Committee's mission.
- How does Leadership decide how much they can take on?
- What skills do the different Team Leaders need? What would their job description look like? Which teams could benefit from Co-Leaders?
- How do you recruit Team Leaders and Team Members?
- How do the Team Leaders work with Chairs, Staff and the Rabbinic Office?
- How do Team Leaders develop objectives and a timeline to meet the goal of their Team?
- Where do leaders and members turn when they experience problems?
- How do you add or subtract and buckets?

### **B. Questions to Consider In Preparation for a Visioning Process**

(Taken from the work of Susan Kippur, Co-Chair, B'nai Jeshurun Bikur Cholim Committee)

- What do you feel is the single-most important thing that the Bikur Cholim Leadership Committee needs to accomplish in the coming year in order to build a foundation for continuing impact?
- To support this important accomplishment, what are key "buckets" of work that need to get done?
- What do you think the ideal role(s) of the leadership committee co-chairs should be?
- What do you think the ideal role(s) of the congregation staff liaison should be?
- What do you think the ideal role(s) of the bikur cholim leadership committee members should be?
- Given these roles and the buckets of work that you've identified, what, if any, sub-committees or small groups should we consider establishing?
- What do you really like about the way in which the leadership committee has worked together so far, from a process perspective?
- Going forward, what would you like to do differently in terms of our process?
- What obstacles do you think we will face as a group in the coming year (either from a content or process perspective), and what ideas do you have for how we might overcome these?

## About Starting a Synagogue Group... continued

### C. Accomplishments From One Case Study: Outcomes of Bikur Cholim Visioning Sessions — Target The Coming Year

- Establish bikur cholim as an integral part of community life — well understood as a concrete practice; well known, well leveraged — continual, consistent, visible
- Create a structure that facilitates the above and addresses buckets of work that need to get done — Sharpen our vision (lend help/support to members of the community who have needs arising from illness that is primarily, but not exclusively, severe and acute; heighten the mitzvah)
- Align leadership committee members with specific leadership tasks

#### Key Buckets of Work/Functions To Support Our Target Accomplishments

- Handling initial communication with ill person to coordinate needs — connection, analysis, mobilization
- Making visits to hospital/home
- Making phone calls
- Providing food
- Providing transportation
- Organizing healing/prayer services
- Serving as a gateway for pastoral counseling and social work support
- Providing ongoing support (potentially by illness type)
- Offering education (to the community at large, leadership committee, volunteers)
- Communicating about bikur cholim (media — outreach, awareness)
- Coordinating special mitzvah opportunities/events
- Communicating the MiSheberach List (communication to/from staff and leadership committee)
- Providing support to caregivers (family, volunteers)
- Providing support to frail elderly/homebound???
- Orienting and mentoring new volunteers

#### TEAMS

1. Providing Support for Ill Persons (3 leaders)
  - Phone calls
  - Visitation
  - Food

## About Starting a Synagogue Group... continued

- Transportation
- 2. Education and Communication (2 leaders)
- 3. Special Events/Special Needs (2 leaders)
- 4. Outreach: Mi Shebarakh List/ People with Long-Term Needs (2 leaders)
- 5. Outreach: Frail Elderly (2 leaders)

### Frequency of meetings

1. Reasons for meeting (e.g. decision making that has to be done by the whole group, periodic updates, etc.)
2. Co-chairs will divide work, collaborating on all aspects and touching base at least weekly (more frequently when required)
  - Each Co-chair will serve as a primary point person for half of the teams.
3. Staff Liaison, Rabbinic Liaison, and Co-chairs will meet frequently until teams are established and functioning — thereafter, meetings will be held as needed
4. Specific teams will meet — with or without Co-chairs and members of other teams — based on project requirements
5. Once all teams are established, Leadership Committee will meet roughly 4 times per year:
  - In October — for re-energizing and study
  - In January/February — for a Kiddush
  - In March — for reflection and planning for upcoming year
  - In May/June — for an all-volunteer recognition/study event

### ROLES

#### *Rabbinic Liaison*

- Primary Rabbi responsible for bikur cholim activity
- Rabbinic resource to leadership committee
- One avenue (in addition to Staff Liaison) for receiving, analyzing, and delivering to Co-chairs requests for service, and — where appropriate — for recommending service to be provided (In cases where confidentiality or other sensitivities are at issue, may handle service requests independently without turning them over to co-chairs for mobilization.)

#### *Staff Liaison*

- Consultant to, adviser to, problem solver with Co-chairs

## About Starting a Synagogue Group... continued

- Liaison to bring bigger congregation issues to committee and from committee to congregation staff
- One avenue (in addition to Rabbinic Liaison) for receiving, analyzing, and delivering to Co-chairs requests for service, and — where appropriate — for recommending service to be provided

### *Co-Chair(s)*

- Mobilizer of Leadership Committee teams to respond to needs as analyzed
- Mentor to and monitor of Leadership Committee members — to help develop their expertise and enhance their spiritual development
- Communicator to Staff and Rabbinic Liaisons of additional needs that surface in the support community members who are ill, their families/caregivers
- Recruiting people to the Leadership Committee, as appropriate, with input from Liaisons and Committee Members

### *Leadership Committee Members*

- Leaders of bikur cholim volunteer teams responsible for providing service/meeting needs of ill persons and their families/caregivers (as team leaders, responsible for orienting and mentoring new volunteers)
- Communicators to Co-Chairs of additional needs that surface in providing support
- Resources for leading/executing special projects (e.g. communication efforts, special mitzvah opportunities, educational initiatives) undertaken by Bikur Cholim Leadership Committee