



Healthcare Leadership Network
of the Delaware Valley

Board of Directors Manual

**Healthcare Leadership Network
of the Delaware Valley**

An Independent Chapter of



American College of
Healthcare Executives
for leaders who care®

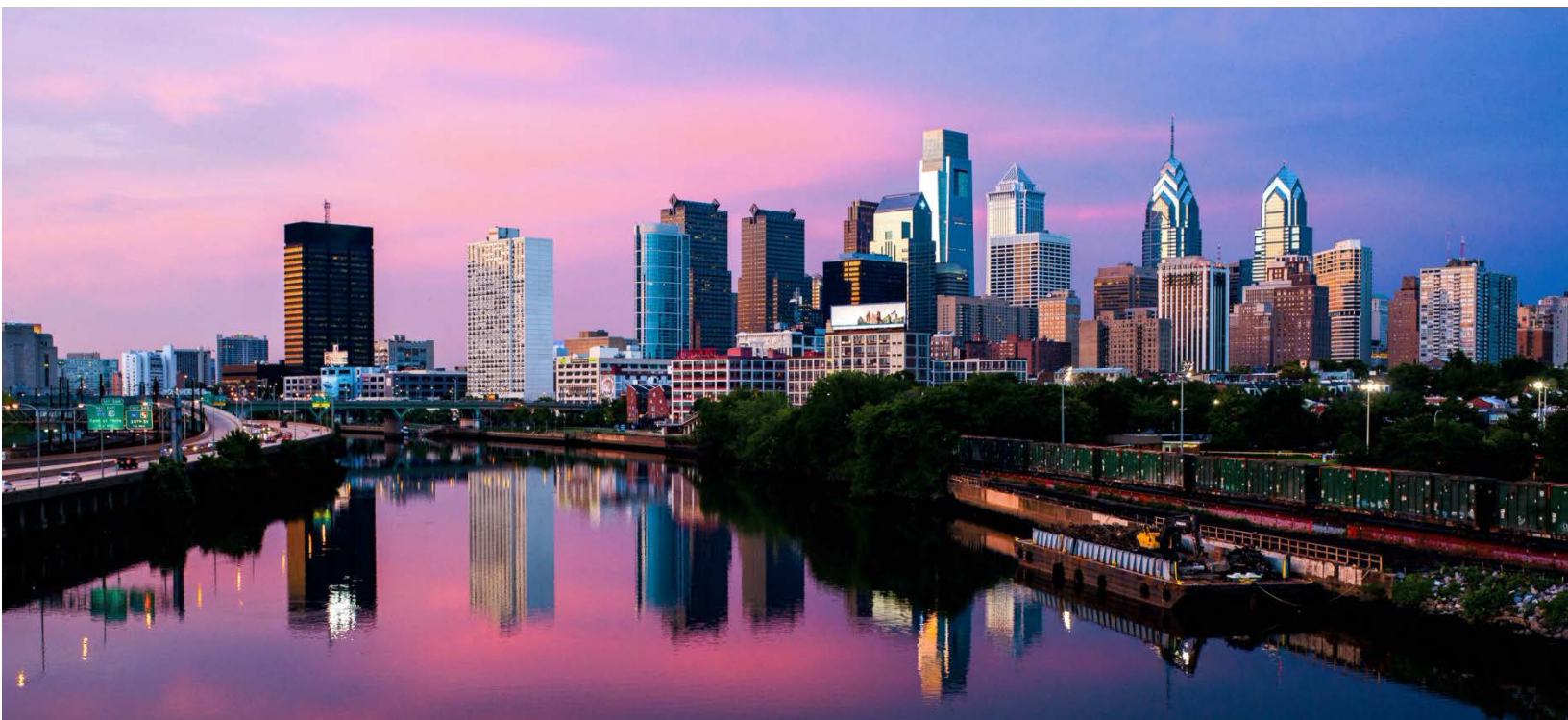


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Welcome to the Board of HLNDV



Welcome and congratulations on your new role as a board member of the Healthcare Leadership Network of the Delaware Valley (HLNDV). As you know HLNDV is a Chapter of the American College of Healthcare Executives that spans much of Southeastern Pennsylvania, southern New Jersey, and Delaware. You will be joining our board of more than 20 dedicated healthcare leaders that volunteer their time to enhance and educate the healthcare leaders in our region.

As a board member you are now an active leader in ACHE and represent more than 1,000 ACHE members in our region. Thank you for your service – and the Board of HLNDV looks forward to serving with you.

If I can be of any help please reach out at any time!

Carey H. Gallagher, FACHE
HLNDV Chapter President

HLNDV

Overview and Leadership Structure



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Vision, Mission and Values

Vision

The vision of HLNDV is to be the premier professional organization for healthcare leaders in the Delaware Valley.

Mission

Our mission is to provide healthcare professionals with opportunities to grow, learn, and lead through education, collaboration, and networking.

Values

As members of the Healthcare Leadership Network of the Delaware Valley, we are committed to the ACHE Values of:

Integrity - We advocate and demonstrate high ethical conduct in all we do.

Lifelong Learning - We recognize that lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations, and our professions.

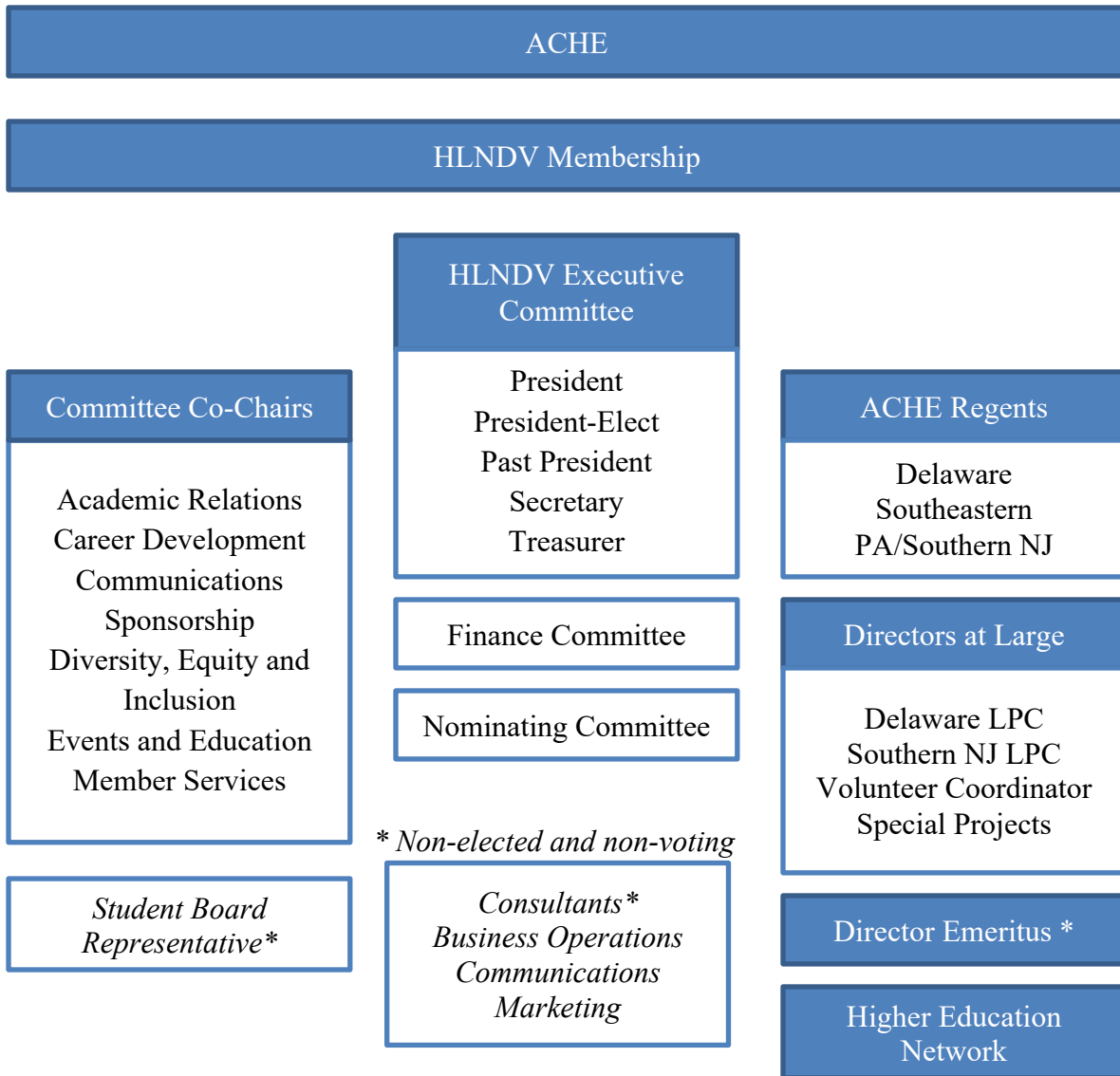
Leadership - We lead through example and mentoring, and recognize caring must be a cornerstone of our professional interactions.

Diversity - We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

Geography

HLNDV serves ACHE members across the Delaware Valley including Southeastern Pennsylvania, Southern New Jersey and all of Delaware.

Organizational Structure



Committees

Academic Relations Committee

The Academic Relations Committee identifies and develops opportunities for the Chapter to improve its relations with students, faculty and educational programs. Specific functions include:

- Promoting student and faculty membership and active participation in the Chapter and ACHE;
- Developing and maintaining relationships with schools in ACHE's Higher Education Network in conjunction with the local Regents;
- Coordinating visits to student programs to promote the profession; and identifying potential guest speakers for visits to student programs.

Additionally, the Academic Relations Committee is responsible for disbursing financial awards from the I. Donald Snook Education Fund on an annual basis. These awards support students in healthcare-related programs across the Philadelphia region.

Career Development Committee

The Career Development Committee supports professional growth and career advancement for our membership through several programs and services:

- **Mentorship Program** – Facilitates and provides guidance to anyone interested in becoming a mentor or mentee.
- **ACHE Advancement Study Group** – Coordinates a structured learning engagement to help any interested member prepare for the ACHE advancement exam.
- **Community Service Projects** – Through a variety of volunteer events and programs, HLNDV members strengthen the bonds we share as healthcare professionals with those we serve.
- **Awards** – Coordinates the awards process for the two annual Regents' Awards for Early Career and Senior-level healthcare executives. Also coordinates the awards process for the annual Administrative Achievement Award for mid-careerists.
- **Early Careerist Special Interest Group (SIG)** – This group provides educational programs, and networking and mentoring opportunities for members under age 40.

Communications Committee

The Communications Committee is responsible for all activities related to the Chapter's public relations and social media outreach including:

- The Chapter newsletter;
- Website development and maintenance;
- Annual Report;
- Social media coordination and content development; and
- Press release creation and submission.

Sponsorship Committee

The Sponsorship Committee develops and maintains relationships with organizations to obtain their financial support and to enhance the visibility of their brand within HLNDV. The Committee does this through:

- Reviewing/revising sponsorship level benefit descriptions (e.g., Platinum, Gold, Silver, Bronze) on an annual basis;
- Communicating with potential corporate sponsors; securing new corporate sponsors;
- Ensuring benefits of existing corporate sponsors (e.g., website logo, complimentary passes to events, newsletter articles, marketing opportunities at events);
- Maintaining relationships with existing corporate sponsors; renewing corporate sponsorship agreements; and
- Maintaining information found on the sponsorship page of the HLNDV website.

Diversity, Equity and Inclusion Committee

The Diversity, Equity, and Inclusion Committee champions diversity and cultural competency, and strengthens the efforts of the Institute for Diversity in Health Management and other associations. The committee engages Chapter and non-Chapter senior leadership with relevant expertise and opportunities to develop educational programs for the Chapter, and help promote and participate in diversity efforts. The committee works with other HLNDV committees to create diversity-related programs, and helps to present a diversity, equity, and inclusion focus on all Chapter and committee initiatives. It approaches diversity, equity, and inclusion from any/all aspects including, but not limited to, race, gender, sexual preference, age, and disability. It develops relationships and partnerships with other organizations in alignment with ACHE's diversity efforts.

Events & Education Committee

The Events & Education Committee offers healthcare management professionals a variety of high-quality and timely educational, networking and other programming events throughout the year. This includes up to 12 ACHE Face-to-Face credit events each year as well as ACHE Qualified credit events. The Committee partners with the Local Program Councils (LPCs) to ensure that these events are offered in various geographic locations that are convenient for Chapter members.

Member Services Committee

The Member Services Committee is responsible for all activities related to understanding the needs of HLNDV members. Responsibilities include:

- Creating and maintaining a new member outreach program;
- Coordinating outreach to all subsections of members in conjunction with other committees;
- Coordinating outreach and maintaining relationships with all Partner Healthcare Organizations;
- Planning and coordinating all events related to new members, Partner Healthcare Organizations, etc.; and
- Creating, conducting and analyzing the annual membership survey for presentation to the board.

Volunteer Coordinator Committee

The Volunteer Coordinator Committee assists with Chapter volunteer enlistment, engagement, and participation. The committee provides opportunities for non-committee as well as committee volunteers and coordinates the volunteer efforts/needs of the HLNDV committees and other Board members.

Higher Education Network (HEN) Members

ACHE is committed to supporting healthcare management programs that nurture and teach the future leaders of our profession. To assist these programs ACHE has expanded support for student organizations through the creation of the ACHE Higher Education Network.

To be an ACHE Higher Education Network member, a university/college must be at least regionally accredited, and offer an identifiable degree, major, or concentration in healthcare management.

As part of the ACHE Higher Education Network, ACHE provides programs with:

- One free subscription (distributed electronically) to each of ACHE's publications: *Healthcare Executive*, *Journal of Healthcare Management*, and *Frontiers of Health Services Management*
- The opportunity to receive a reduced fee for the annual Congress on Healthcare Leadership for the program director or their faculty designee
- A dedicated Web area designed to help program directors provide a valuable on-campus student experience

By joining the ACHE Higher Education Network, the program agrees to:

- Encourage their students to become Student Associates of ACHE
- Encourage their students to advance to Member upon graduation

Current HLNDV HEN Members include:

- Widener University
- Temple University
- Arcadia University
- Wilmington University

Local Program Councils

Because of its geography and service to three states, HLNDV has organized two Local Programming Councils (LPCs): the Delaware LPC and the Southern New Jersey LPC. Each LPC is comprised of members in its geographic area and has its own charter that governs operations that are compatible and complementary to the HLNDV Bylaws. The LPCs host their own planning conference calls and programming meetings throughout the year by coordinating closely with the HLNDV Events and Education Committee. Each LPC can provide the Chapter with up to 6 ACHE Face-to-Face credits per year, as part of the Chapter's total 12 ACHE Face-to-Face credits. Each LPC is represented on the HLNDV Board by one Director in a Director-at-Large position.

HLNDV

Position Descriptions



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President

Term of Office: Two Years

Summary: The Chapter President shall be the chief executive of the Chapter, shall convene and preside over meetings of the Chapter Board, Executive Committee and Meetings of Members, and shall serve as liaison with ACHE.

Qualifications:

- Must be a current ACHE Fellow and Chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must have completed at least one term as a Director on the HLNDV Board.
- Must possess good communication, leadership, and organizational skills.
- Must attend or have attended the ACHE Chapter Leadership Conference.

Board Responsibilities:

- Must attend as many Chapter meetings and events, as practicable.
- Must miss no more than two Board of Directors (BOD) meetings annually and ensure alternate chair if missed.
- Monitor the progress of Chapter goals and objectives as set forth in the Strategic Plan.
- Monitor the Chapter "Dashboard Report" and implement actions as necessary to meet established Chapter goals using the ACHE recognition criteria.
- Stay current with all new ACHE information and policies and coordinate the dissemination of this information to Chapter members, Chapter leaders, and all other ACHE affiliates, as appropriate.
- Ensure that a minimum, six (6) meetings of the BOD occur annually.
- Serve as the primary spokesperson for the Chapter within the community and as a liaison with the ACHE.
- Preside over all business meetings of the Chapter, the BOD and the Executive Committee. In the event of his/her absence, appoint a Presiding Officer in the following priority sequence: President-Elect, Treasurer, Secretary, Past President, a Co-Chair of one of the committees.
- Conduct meetings, formulate ideas, and delegate responsibilities.
- Communicate effectively on all levels and seize opportunities to positively represent HLNDV at meetings or social functions/forums that would benefit the Chapter or ACHE.
- Uphold the Chapter's policies and procedures to handle problems and address issues among Chapter members.
- Mentor and prepare the President-Elect to assume the duties of President.
- Keep ACHE informed of Chapter activities and respond timely to ACHE staff's information requests.
- Write a President's Message for each HLNDV Newsletter.
- Ensure all Chapter policies and procedures are clear and communicated to all
- Plan and work with the Treasurer to prepare the annual budget.
- Serve as a full voting member of the BOD and advise various committees, as assigned.
- Adhere to the ACHE Code of Ethics.

President-Elect

Term of Office: Two Years

Summary: The Chapter President-Elect shall substitute for the Chapter President in his or her absence or inability to serve and shall prepare plans for his or her term of office. The President-Elect shall advance to President at the completion of the preceding President's term of office without an election once elected to the office of President-Elect.

Qualifications:

- Must be a current ACHE Fellow by the time they take office.
- Must be a Chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must possess good communication, leadership, and organizational skills.

Board Responsibilities:

- Prepare for, attend, and actively participate in as many board meetings as possible, missing no more than two.
- Prepare for, attend, and actively participate in the annual HLNDV Strategic Planning Session.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many Chapter educational events as practicable (attendance at three events annually is the minimum requirement).
- Respond timely to HNLNDV communications and information requests.
- Uphold the Chapter's policies and procedures.
- Adhere to the ACHE Code of Ethics.
- Attend the ACHE Chapter Leadership Conference.
- Serve as the Alternate Chief Executive Officer of the BOD.
- Serve on Executive Committee.

Committee Responsibilities:

- Assume the Office of President, at the expiration of the President's term or earlier, if the office becomes vacant for any reason.
- Serve as a full voting member of the BOD and advise various committees, as assigned, such as the Strategic Planning Committee.
- Develop and lead the annual Strategic Planning Session.
- Develop the Annual Report in conjunction with the Communications Committee and Communications Consultant.
- Work with and assist Committee Chairs as requested or needed.

- Coordinate BOD committee activities at the request/absence of the President.
- Communicate effectively on all levels and seize any opportunity to positively represent HLNDV at meetings or social functions/forums that would benefit the Chapter and/or the ACHE.
- Responsible for orientation of new BOD members and keeping the Board Manual up-to-date.
- Work closely with current President in preparation to become the President.
- Serve as chair of the Nominating Committee. Coordinates and publishes the Chapter Slate of Candidates for the Chapter Board Elections at the Annual Business Meeting in June.
- Keep Bylaws up-to-date and lead efforts to have Bylaws changes approved by the general membership.

Secretary

Term of Office: Two Years

Summary: The Secretary shall be responsible for the maintenance of all corporate records, minutes, and documents.

Qualifications:

- Must be a current Chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must demonstrate dedication to the Chapter and its mission.
- Must possess good communication, leadership, and organizational skills.

Board Responsibilities:

- Prepare for, attend, and actively participate in as many board meetings as possible (participation in 66% of meetings is a minimum requirement).
- Prepare for, attend, and actively participate in the annual HLNDV Strategic Planning Session.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many Chapter educational events as practicable (attendance at one event annually is the minimum requirement).
- Respond timely to HLNDV communications and information requests.
- Uphold the Chapter's policies and procedures.
- Adhere to the ACHE Code of Ethics.
- Serve on Executive Committee.

Committee Responsibilities:

- Serve as a full voting member of the BOD and advise various committees, as assigned.
- Prepare all official Chapter records.
- Assist the President in the preparation for monthly BOD and business meetings.
- Record minutes of all Chapter meetings and post minutes, Chapter records, and financial documents on the HLNDV DropBox within two weeks of each meeting.
- Maintain an ongoing record of minutes and other official documents of the Chapter and convey these records to his/her successor.
- Maintain and update Chapter Officer and Director Rosters.

Treasurer

Term of Office: Two Years

Summary: The Treasurer shall be responsible for the preparation and maintenance of financial records.

Qualifications:

- Must be a current Chapter member in good standing.
- Must maintain an active address in the Chapter's area of responsibility.
- Must demonstrate dedication to the Chapter and its mission.
- Must possess good communication, leadership, and organizational skills.
- Must be familiar with accounting principles and processes.
- Must be familiar with budget development and possess financial management skills.

Board Responsibilities:

- Prepare for, attend, and actively participate in as many board meetings as possible (participation in 66% of meetings is a minimum requirement).
- Prepare for, attend, and actively participate in the annual HLNDV Strategic Planning Session.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many Chapter educational events as practicable attendance at one event annually is the minimum requirement).
- Respond timely to HLNDV communications and information requests.
- Uphold the Chapter's policies and procedures.
- Adhere to the ACHE Code of Ethics.
- Serve on Executive Committee.

Committee Responsibilities:

- Serve as a full voting member of the BOD and advise various committees, as assigned.
- Maintain an ongoing record of official financial documents of the Chapter and convey these records to his/her successor.
- Serve as Chair of the Finance Committee and preside at Finance Committee meetings.
- Maintain accurate records of the Chapter's financial status.
- Pay all bills approved by the Chapter's Board of Directors
- Propose composition of all necessary "Financial Committees", (e.g. Finance Committee, Auditing Committee, Budgeting Committee), as appropriate.
- Prepare with the President HLNDV's annual budget.

- Review the financial status of the previous years and inputs from each Director while drafting the HLNDV annual budget.
- Audit or review records annually and upon departure from the office.
- Provide detailed reports of fiscal accounts and contacts to be forwarded to the next Treasurer.
- Submit quarterly financial reports including Balance Sheet and Income Statement, as well as the annual financial report to the Board of Directors for review.
- Work with the Chapter's selected accountant to prepare annual Chapter tax return and submit to Board of Directors for approval.
- Maintain a Chapter checking account and resolutions in appropriate institutions per Chapter policy.

Past President

Term of Office: Two Years

Summary: The Past President is the individual who preceded the current President, an ex-officio member of the Board of Directors with voting privileges and serves as an advisor to the President on matters as required by the President and other directors of the Board of Directors.

Qualifications:

- Prior service as President of the Chapter/Board of Directors.
- Must be a current ACHE affiliate and Chapter member in good standing. By qualification of previous service must be an ACHE Fellow.
- Must demonstrate dedication to the Chapter and its mission.
- Must possess good communication, leadership, and organizational skills.

Board Responsibilities:

- Prepare for, attend, and actively participate in as many board meetings as possible (participation in 66% of meetings is a minimum requirement).
- Prepare for, attend, and actively participate in the annual HLNDV Strategic Planning Session.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many Chapter educational events as practicable (attendance at one event annually is the minimum requirement).
- Respond timely to HLNDV communications and information requests.
- Uphold the Chapter's policies and procedures.
- Adhere to the ACHE Code of Ethics.

Committee Responsibilities:

- Serve as a full voting member on the BOD and advise various committees, as assigned by the President and/or BOD.
- Remain on BOD in an advisory capacity for new directors.

Regent

Term of Office: Three Years

Summary: ACHE local area Regents that represent geographic areas that directly overlap all or part of Chapter's service area, are ex-officio members of the Board of Directors with voting privileges. ACHE Regents represent the interests of the ACHE Members they serve. The Regents may assign designees to attend Chapter Board meetings in their absence; however, designees may not serve as a Board Member in the "ex-officio" capacity. Regent elections are administrated by ACHE. No Regent shall be elected to a consecutive term, except a Regent who fills a vacancy for less than two years. He or she shall be eligible for election to an immediately succeeding full term.

Qualifications:

- Fellow of ACHE in good standing and eligible to vote in the jurisdiction he or she represents.

Recommended Knowledge, Skills and Experience:

- Knowledge of the programs, products and services of ACHE and the local Chapter(s).
- Knowledge of the local healthcare community including senior-level healthcare executives, higher education programs in health administration and state and regional healthcare associations.
- Negotiation, influencing and policy decision/analysis skills.
- Personal organizational and planning skills.
- Experience with the operations of ACHE and the local Chapter(s).

Duties and Expectations:

A full account of the Regent's duties and expectations can be found on ACHE's web site at:

<http://www.ache.org/newclub/ElectedLeadersArea/REGSERV/regentgeo.cfm>

Financial Support:

Regents of ACHE will be reimbursed for reasonable, actual expenses incurred when traveling to the Fall District Meeting and will be given an allocation at the beginning of the year to cover additional expenses incurred while conducting official ACHE business.

NOTE: The Geographic Regent is the ACHE leader within a specified geographic jurisdiction elected by the voting members to represent the interests of members in the governance of ACHE and its Chapters. In this role, the Regent (Geographic) promotes the vision, mission and values of ACHE by:

- Serving on the Council of Regents
- Advising the local ACHE Chapter(s)

- Reaching out to the local healthcare community
- Facilitating communications between ACHE and the local healthcare community.
- Actively promoting ACHE within the HEN.
- The Geographic Regent is expected to be well-informed about the policies, programs and services of ACHE through active participation in these activities and to be visible and active in the local healthcare community.

Co-Chairpersons of the Diversity, Equity and Inclusion, Events & Education, Membership Services, Communications, Career Development, Academic Relations, and Sponsorship Committees

Term of Office: Two Years

Summary: Co-Chairpersons are responsible for advancing the mission and Chapter objectives of HLNDV through active participation on the board and their respective committee. Co-Chairpersons are members of the Board of Directors with full voting privileges. Terms are limited to two, two-year terms, unless approved in advance by the Board of Directors where a successor is not available. Terms are staggered, where practical in order to provide training and support to the incoming chairperson.

Qualifications:

- Must be a current Chapter member in good standing.
- ACHE Fellow credential is preferred.
- Prior service on an HLNDV committee of at least one year.
- Must possess good communication, leadership, and organizational skills.

Board Responsibilities:

- Prepare for, attend, and actively participate in as many board meetings as possible (participation in 66% of meetings is a minimum requirement).
- Prepare for, attend, and actively participate in the annual HLNDV Strategic Planning Session.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many Chapter educational events as practicable (attendance at one event annually is the minimum requirement).
- Respond timely to HLNDV communications and information requests.
- Uphold the Chapter's policies and procedures.
- Adhere to the ACHE Code of Ethics.

Committee Responsibilities:

- Prepare for, attend, and actively participate in as many committee meetings as possible (participation in 66% of meetings is a minimum requirement).
- Actively participate in, direct and advise committee activities.
- Serve as a board advisor to the committee.

Director-At-Large Representatives (Maximum of 4)

Term of Office: Two Years

Summary: Two of the Director-At-Large positions are reserved for the respective Chairs of the South Jersey LPC and the Delaware LPC. One Director-At-Large will serve as Chapter Volunteer Coordinator. The final Director-At-Large will serve in an Ad-hoc role with responsibilities for specific projects as designated by the Executive Committee. These representatives are members of the Board of Directors with full voting privileges.

Qualifications:

- Must be a current Chapter member in good standing.
- ACHE Fellow credential is preferred.
- Prior service on an HLNDV committee of at least one year.
- Must possess good communication, leadership, and organizational skills.

Board Responsibilities:

- Prepare for, attend, and actively participate in as many board meetings as possible (participation in 66% of meetings is a minimum requirement).
- Prepare for, attend, and actively participate in the annual HLNDV Strategic Planning Session.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many Chapter educational events as practicable (attendance at one event annually is the minimum requirement).
- Respond timely to HLNDV communications and information requests.
- Uphold the Chapter's policies and procedures.
- Adhere to the ACHE Code of Ethics.

Committee Responsibilities (LPC and Volunteer Coordinator only):

- Prepare for, attend, and actively participate in as many committee meetings as possible (participation in 66% of meetings is a minimum requirement).
- Actively participate in, direct and advise committee activities.
- Serve as a board advisor to the committee.

Director Emeritus

Term of Office: One Year

Summary: The Board may appoint one or more former Officers or Regents as Directors Emeritus upon the conclusion of their terms. Directors Emeritus must be FACHE who will serve in an advisory capacity to the Board, and who will be non-voting members of the Board. They will have one-year terms, but the Board may appoint them to additional one (1) year terms.

Qualifications:

- Must be a current Chapter member in good standing.
- ACHE Fellow credential is required.
- Prior service on an HLNDV Board as an Officer or Regent.
- Must possess good communication, leadership, and organizational skills.

Board Responsibilities:

- Prepare for, attend, and actively participate in as many board meetings as possible (participation in 66% of meetings is a minimum requirement).
- Prepare for, attend, and actively participate in the annual HLNDV Strategic Planning Session.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many Chapter educational events as practicable (attendance at one event annually is the minimum requirement).
- Respond timely to HLNDV communications and information requests.
- Uphold the Chapter's policies and procedures.
- Adhere to the ACHE Code of Ethics.

Student Board Members

Term of Office: One Year

Summary: There can be up to two student board members serving one-year terms on the Board. They will be non-voting members and will be supervised by the Academic Relations committee co-chairs and the Executive Committee. They will be elected through a nomination process run by the Academic Relations committee. They will have projects assigned according to their interests and HLNDV need. They will be expected to participate on Board calls and report their projects to the Board.

Qualifications:

- Must be a current Chapter member in good standing.
- Must be an active, full-time student in an HEN school and approved HEN program.
- Must possess good communication, leadership, and organizational skills.

Board Responsibilities:

- Prepare for, attend, and actively participate in as many board meetings as possible (participation in 66% of meetings is a minimum requirement).
- Prepare for, attend, and actively participate in the annual HLNDV Strategic Planning Session.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Build a collegial working relationship with fellow board members that will contribute to consensus.
- Attend as many Chapter educational events as practicable (attendance at one event annually is the minimum requirement).
- Respond timely to HLNDV communications and information requests.
- Uphold the Chapter's policies and procedures.
- Adhere to the ACHE Code of Ethics.

Committee Responsibilities:

- Prepare for, attend, and actively participate in as many committee meetings as possible (participation in 66% of meetings is a minimum requirement).
- Actively participate in committee activities.
- Serve as a student advisor to the committee and the Board.

HLNDV

Board Selection and Nomination Process



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Recruitment

Introduction

It is necessary to inspire individual and organizational excellence, create a shared vision, and successfully manage change to attain the organization's strategic ends and successful performance. In so doing, the continual perpetuation of new members into the organization and onto the governing Board of Directors is imperative for continued growth and development. The HLNDV Board of Directors recruitment process begins with a systematic assessment of needs, comparing the organization's strategic plan with a critical assessment of the skills and experience of the current board.

The HLNDV Board of Directors desires to develop a well-functioning board to meet legal requirements and to serve as an instrument to achieve its goals and mission. The HLNDV Board of Directors desires a board that can demonstrate effectiveness in performance by assuring the collaborative functions with excellent leadership skills and expertise. The nomination and selection of Board members is the prerogative of the members of the HLNDV Chapter of the American College of Healthcare Executives through the selection process. However, given the responsibilities of the Board, there is a need for the Board to have an appropriate mix of expertise and experience. Policies and procedures must facilitate the selection of those people who best meet the needs of the Board.

Purpose

Board members should provide an appropriate mix of skills to ensure the necessary breadth and depth of knowledge and experience to meet the Board's responsibilities and objectives. The Board also desires to maintain diversity in the composition that will appropriately represent the community we serve.

Policy

The Board should attempt, using its network of contacts within the HLNDV membership, to identify appropriate individuals with needed skills and interests as potential Board members. When vacancies arise among the Board positions, board members should be encouraged to nominate potential candidates for recruitment efforts. The Board may appoint these candidates, where the bylaw provides, to vacant Board positions.

Procedures

1. The Board shall regularly assess its composition by reference to:
 - a) Necessary areas of expertise
 - b) The ideal balance between experience and freshness
 - c) Desirable diversity in relevant areas and personnel
 - d) Contributions to the improvement of field of health care administration
2. The Board shall identify areas where existing Board composition falls short of the ideal membership.
3. Board members shall attempt to recruit from their networks Board candidates who would fill those gaps.

4. The Board shall collect suggestions from members and shall draw up a list of suitable candidates for the Board, and for Board committees.
5. Where vacancies occur on the Board or its committees and working parties other than at the expiration of elected terms, appointments shall be made from this list.
6. Before each annual election, the Board shall attempt to recruit nominations for the Board from this list.
7. The Nominating Committee is responsible for collecting these recommendations and submissions to the board for approval. The role of the Nominating Committee according to the HLNDV Chapter Bylaws indicate that the Nominating Committee shall be responsible for the preparation of a slate of directors for election as described in the Bylaws. Further:

The nominating process will begin with a call for nominations in the Winter Newsletter. A second call for nominations will be completed via a separate mailing to the general membership no less than sixty days prior to the election by the Nominating Committee. The Nominating Committee shall mail a ballot including a slate of directors up for election to the general membership no less than thirty days prior to the election. All ballots must be returned to the Nominating Committee no later than two weeks prior to the start of the new term. Ballots will be tallied by the Nominating Committee within two weeks after the deadline set for the return of ballots. A simple majority of those members submitting ballots is required for election. The newly elected members shall take office at the first Board meeting in June each year. The results of the election will be announced at the Annual Meeting and in the HLNDV Newsletter and posted on the HLNDV website.

8. The Nominating Committee is chaired by the President-Elect and also consists of the immediate Past President, the current President, and any ACHE Regent who is a Chapter member. The Nominating Committee conducts the nominating processes in concert with the rules detailed in Section 8.7 and 8.8 of the Bylaws. The Chairperson of the Nominating Committee shall conduct the annual election of directors.

Responsibilities

- It shall be the responsibility of each member of the Board to explore among their networks the possibility of nominating an individual for a position on the HLNDV ACHE Board of Directors.
- It shall be the responsibility of the President-Elect to maintain a list of prospective candidates for the Board. All entries on this list shall be reported to the Nominating Committee for consideration.
- It shall be the responsibility of the Board to ensure that any nominees, candidates, or new members are acquainted with the ACHE's purposes, policies, and procedures.

Nomination Timeline

Healthcare Leadership Network of the Delaware Valley Board Nomination Timeline

The HLNDV Bylaws outline the procedure for Board nominations, qualifications and elections.

<u>Section 8.6</u>	<u>Terms of Office</u>
<u>Section 8.7</u>	<u>Nominations for Office</u>
<u>Section 8.8</u>	<u>Election of Directors</u>

Annual Cycle	
December	Determine which Board seats are up for election
January	First Call to Membership (four weeks prior to second call)
February	Second Call to Membership (generally third Monday) – Bylaws state second call needs to be 60 days prior to nomination by Nominating Committee (Last Monday of April)
March	General call to Membership published in the first newsletter after the new year
March	Nominations close March 15 each year, Nominating Committee develops final slate for submission to Board for feedback
April	Slate is presented to the Board at April Board Meeting
April	Voting opens last Monday of the month (all dates back up from this one due to Bylaws notification)
May	Voting closes two weeks after it opens
June	New Board takes office June 1 each year
June	Board Orientation takes place
July/August	New Board participates in Board Retreat
Sept/Oct	New Board officially installed at Annual Meeting

Nominations are directed to the Nominating Committee, which consists of:

- President-Elect, Chair of Committee
- President
- Past-President
- DE Regent
- SEPA/NJ Regent

HLNDV Operating Procedures



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HLNDV Bylaws

HLNDV operations are guided by the organization's Bylaws, which are updated periodically by the Board of Directors and ratified by a vote of the membership. See Exhibit A for a current copy of the HLNDV Bylaws.

Links to Important Websites

Below are links to websites that will be important during your service on the Board.

HLNDV Chapter Website

<http://hlndv.achechapter.org/>

This is the Chapter's website and serves as the primary communication channel to our members.

ACHE Website—Chapter Service Center (Restricted Access with ACHE Member Login)

<http://www.ache.org/chapters/chaptersleaders.cfm>

As a member of our board, you will be granted access to ACHE's Chapter Service Center. This area of ACHE's website provides Chapter-related reports, our full member roster, guides and templates for various Chapter initiatives, and much more. You are encouraged to become familiar with the Chapter Service Center.

Social Media Accounts

Facebook

Page Name: Healthcare Leadership Network of the Delaware Valley

<https://www.facebook.com/HLNDV/>

Flickr

<https://www.flickr.com/photos/145786890@N07/albums>

LinkedIn

Group Name: Healthcare Leadership Network of the Delaware Valley (HLNDV)

<https://www.linkedin.com/groups/1879285>

Twitter

<https://twitter.com/hlndv>

HLNDV Key Policies



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Succession Planning

Purpose

Organizational changes in management are inevitable and appropriate to sustain growth and development. Therefore, HLNDV has established a succession plan to provide continuity in leadership and avoid vacancies in critical positions. HLNDV's succession plan is designed to identify and prepare members for the organization's governance and leadership positions that become vacant due to term limits, retirement, resignation, death or new professional opportunities.

Policy

It is the policy of HLNDV to evaluate the leadership needs of the organization to ensure the selection of qualified members that are diverse and a good fit for the organization's mission and goals and have the necessary skills and acumen for the organization governance.

Procedures

The President-Elect is responsible for HLNDV's succession plan by assuring the organization's plan for Board Recruitment is upheld. The President-Elect chairs the Nominating Committee that assures the succession planning process. The nomination process is covered in the "Selection and Nomination Process" section of this board manual.

Committee to Board Strategy

In an effort to identify the highest quality board members and to better orient new leaders to our Chapter, it is the HLNDV's practice to, where possible, recruit new leaders to serve at the committee level and exceptional committee leaders are developed to serve at the board and board officer levels.

While this strategy/approach is preferred and used when possible, leaders may be appointed directly to the committee or board level if a specific need exists that cannot be filled using this strategy.

Importance of Diversity, Equity and Inclusion

The Healthcare Leadership Network of Delaware Valley (HLNDV) embraces diversity within the healthcare management field and recognizes that diversity is both an ethical and business imperative. HLNDV values diversity and initiatives that promote diversity because they can improve the quality of the organization's workforce. HLNDV also values and actively promotes diversity in its leaders and members because diverse participation can serve as a catalyst for improved decision making, increased productivity, and a competitive advantage.

Further, HLNDV works to foster an inclusive environment that recognizes the contributions and supports the advancement of all, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity or disability, because an inclusive environment can enhance the quality of health care, improve hospital/community relations, and positively affect the health status of society. This priority is reflected in the Chapter's various activities and initiatives.

HLNDV is committed to promoting diversity, equity and inclusion through the following activities:

Within the Chapter organization:

- Diversity, Equity and Inclusion Committee with 2 Board Members responsible for diversity initiatives
- Add diversity as an agenda item to every board meeting and various Chapter committees
- The Chapter Committee on Diversity, Equity and Inclusion is charged with conducting a self-assessment of the Chapter's diversity, equity and inclusion practices and proposing new practices and programs
- The Chapter Nominating Committee is charged with assuring that the Chapter Board of Directors is broadly representative of the Chapter membership, and with maintaining a diverse, equitable and inclusive Chapter leadership
- Update Strategic Plan/Operations Manual to include value statements or specific diversity initiatives
- Partner with a leader in diversity in the health field as a committee advisor.

Within the healthcare management field:

- Conduct at least one initial Chapter educational event offering face-to-face ACHE continuing education credits on the topic of diversity, equity and inclusion, and plan for annual education to be incorporated into HLNDV programming
- Publish at least one Chapter newsletter article on diversity, equity and inclusion each year
- Develop and maintain a caucus organization within the Chapter for collaboration with local organizations committed to promoting diversity in the health care field. Some examples may include National Association of Health Service Executives, Latino and/or Asian Healthcare Administration organizations, LGBT local and national groups and others.
- Participate in local and national programs to develop best practices in region for diversity, and create repository.

Records Retention Policy

It is the policy of HLNDV to maintain records in accordance with generally accepted accounting principles and in a manner that facilitates accurate and reliable financial reporting.

Procedure

1. The Chapter is a distinct, separate entity from the ACHE and is therefore responsible for maintaining the Chapter's financial records, filing notices and forms with state and federal authorities.
2. Permanent retention:
 - a. Chapter charter documents
 - b. Bylaws
 - c. Chapter Board of Directors minutes
 - d. Auditors reports
 - e. Annual reports
 - f. General Ledger
 - g. Other historical documents
3. Seven years retention:
 - a. Financial statements
 - b. IRS submissions
 - c. Cancelled checks
 - d. Reimbursement documentation
4. Three years retention:
 - a. Chapter correspondence
 - b. Program brochures
 - c. Technical Papers
5. Financial records are maintained with the current treasurer and passed on to each succeeding Treasurer.
6. Charter documents, bylaws, minutes and historical documents are maintained with the current secretary and passed on to each succeeding Secretary.
7. Documents may be retained through placement on the HLNDV DropBox, ACHE's ChapterLink, the HLNDV website and/or other digital media.
8. All documents should be placed on the web-based repository:
 - a. Path to posting:
 1. HLNDV Board
 2. HLNDV Reorganization
 3. HLNDV Board Files
 - a. Board Meetings

- b. Committee Folders
- c. Executive Committee
- d. Reference Documents

Reference: American College of Healthcare Executives Chapter Treasure Manual January 2013

Travel Policy

Policy

It is the policy of HLNDV to reimburse reasonable, actual expenses for the Chapter board/committee member incurred when traveling on official board authorized Chapter business, such as participating in the Chapter Leaders Conference.

Procedure

Air Travel

Reimbursement for air travel is made at coach-class airfare by the most direct or most economical route from the point of origin (traveler's normal place of business) to the destination. Discounted air travel is encouraged. The Chapter will not pay cancellation or schedule change fees unless they are approved in advance or allow lower total costs to the Chapter.

Ground Transportation

Travel by personal automobile is reimbursable at the IRS standard mileage rate in effect at the time travel commences, although for extended automobile travel, mileage reimbursement will be limited to the equivalent of round trip, coach class airfare. Airport shuttles, hotel vans, and public transportation should be the preferred method of travel. When necessary, taxi fares incurred traveling from airports to destinations or locally between business related functions are reimbursable at actual cost.

Automobile rental for “intermediate” size vehicles will be reimbursed when authorized in advance. When renting automobiles, the cost of insurance beyond standard coverage will be paid by the individual. Gasoline expenses for the use of rental cars are reimbursable. Effort should be made to return cars with a full tank of gas to avoid inflated “refill” charges. Parking and toll charges are reimbursable at actual cost when traveling by personal or rental automobile and when not considered commuting expenses.

Lodging and Extended Stay

The cost of a single guest room is reimbursable for the evening prior to the meeting if necessary because of reasonable travel accommodations. If an additional night's stay is required because of an inability to schedule a flight out, the cost of the room is reimbursable when authorized in advance.

All other charges against the guest room are the traveler's responsibility upon check-out. Reimbursable items charged to guest rooms such as meals, etc., should be submitted as part of the reimbursement request. Because of the short duration of most meetings, valet and laundry charges are not reimbursable.

If the traveler elects to stay in another facility other than the business meeting location, reimbursement is made only up to the rate charged by the host facility. Reimbursement is not made for transportation between the alternate facility and the meeting site unless financially positive for the Chapter.

Weekend accommodations associated with a discounted airfare are reimbursable when authorized in advance. Meals or other expenses incurred during an approved extended stay at the meeting site are reimbursable. The cost savings realized from a discounted airfare should be sufficient to cover any weekend meal, hotel, and car rental expenses incurred as a result of the extended stay. During an extended stay at the meeting site travel to other locations for personal reasons is not reimbursable.

Meals

The reasonable actual cost of three meals per day, if not provided by the business meeting, is reimbursable with appropriate receipts/documentation. The cost of meals purchased elsewhere is not reimbursable when group meal functions are provided as a part of official meetings. Meals purchased for others are reimbursable for persons identified as those for whom the Chapter has accepted responsibility for such expenses. All efforts will be made to find reasonable meal accommodations whenever possible.

Unless there are extenuating circumstances that prevent adherence to the policy, maximum reimbursement guidelines are:

- Breakfast \$20.00
- Lunch \$25.00
- Dinner \$60.00

Meal tips are to be included with the cost of the meal. The amounts are for a specific meal, not for a full day; and only the actual cost or the guideline amount will be reimbursed, whichever is lower.

Tips

Reasonable gratuity for food is considered 15% (or any automatic gratuity added by the service provider) and appropriate baggage handling (\$1/per bag) are reimbursable.

Telephone

Telephone and reasonable daily internet charges relating to business during official Chapter travel are reimbursable.

Entertainment

Personal entertainment expenses are not reimbursable.

Miscellaneous

Please itemize miscellaneous travel expenses when requesting reimbursement.

Receipts

The following documents are to be attached to the reimbursement request, as appropriate:

- Transportation ticket stub and/or receipt
- Paid bill for lodging
- Car rental invoice
- Receipts for parking charges
- Receipts for all reimbursable items, showing amount, date, place and purpose

Co-Promotion of Events Policy

HLNDV receives ongoing requests to promote non-HLNDV events to HLNDV membership. The Chapter attempts to make members aware of non-HLNDV events when they are connected to ACHE's mission, and so may be of interest to our members. However, we need to exercise judgment about both the relevancy and frequency of these communications.

This policy provides guidance on how to respond to these requests in order to establish a simple, agreed-upon approach that applies to the majority of anticipated requests for promotion.

Purpose

To promote the right events to our members, at the right time, and with the right intensity in a manner that HLNDV members are provided the opportunity to attend interesting events that do not conflict with HLNDV programming or run counter the HLNDV brand.

Guidelines

HLNDV will promote:

- HLNDV Events
- Other local Chapter events (such as ACHENJ)
- Co-sponsored Events
- “Vendor Breakfasts”, given that HLNDV members understand that the event is a marketing opportunity for the vendor

HLNDV will not promote non co-sponsored events if:

- They conflict with HLNDV programming
- They cannot be communicated at least 2 weeks in advance
- They are commercial in nature
- They are single-entity events (i.e. single vendor / single HLNDV sponsor)
- They are not of interest to our members

HLNDV

Board Recognition and Assessment



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Chapter Leader Recognition and Benefits

Board Members

- Appropriation to attend ACHE Chapter Leaders Conference (maximum of 3 board members)
- Recognition on the HLNDV website, in newsletters, in the Annual Report and in other member communications as appropriate

Committee Members

- Public welcome/thank you through communications channels (website, newsletter, social media)

Minimum Participation Levels

In order to receive the benefits listed above, in the most recent 12-month period, leaders must:

Board Benefits

- Participate in at least 66% of all Board meetings
- Play an active role in board activities (determined by Chapter President)
- Serve on at least one committee and participate in at least 66% of that committee's meetings
- Attend at least one HLNDV event per year.

Committee Benefits

- Participate in at least 66% of all committee meetings
- Play an active role in committee activities (determined by Committee Co-Chairs)
- Attend at least one HLNDV event per year

Annual Board Self-Assessment

To identify opportunities for improving our governance processes, the board annually surveys its directors in conjunction with the annual Board Retreat using ACHE’s Chapter Governance Self-Assessment tool. The results of this survey are shared with ACHE and opportunities for improvement are discussed at the board meeting immediately following any such assessment.

Exit Interviews

To identify opportunities for improving the quality of our Chapter leaders' service experience, an exit interview may be completed for each board and committee member at the completion of their term. This interview is performed telephonically and requests feedback from the departing leader regarding their experience on the board, how training and orientation might be improved, how their talents might have been better utilized, and other topics relevant to their service. The de-identified results of these interviews are shared with the full board at the board meeting immediately following the completion of these interviews.

EXHIBITS

HLNDV



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Exhibit A

HLNDV Bylaws



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Exhibit B

HLNDV Strategic Plan



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