

Connecticut Association of Healthcare Executives (CTAHE)

Leadership Manual

November 15, 2018

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FORWARD

The Leadership Development Manual was constructed in 2018 as part of the implementation of an Annual Chapter Leadership Development Model. The overall goal of the Chapter Leadership Manual is to build an effective leadership team now and in the future, creating a more sustainable and high performing ACHE Chapter. This manual will be provided to all Chapter Leaders and will be updated annually.

MISSION

The mission of CTAHE, operating in the territory designated by ACHE, is to be the professional membership society for healthcare executives; to meet its members' professional, educational, and leadership needs; to promote high ethical standards and conduct; to advance healthcare leadership and management excellence; and to promote the mission of ACHE.

PURPOSE

The purpose of CTAHE shall be:

To provide a local educational forum to support the professional growth and development of its membership.

To further professional knowledge through programs designed to familiarize members with local, regional and national healthcare activities and trends.

To stimulate interest in improved methods of healthcare management.

To provide an opportunity for members to expand their network and range of interpersonal contacts with their colleagues from other institutions and organizations.

To offer members a forum in which to evaluate critical healthcare issues concerning Connecticut as designated by ACHE through group discussions, advocacy and idea exchange.

To serve as a role model professional organization for students in healthcare organizations, leadership and management and provide opportunities for early student engagement.

BOARD OF DIRECTORS' VALUES

The purpose of this Code of Ethics for CTAHE is to serve as a standard of conduct for member of the CTAHE Board of Directors (BOD). It contains standards of ethical behavior and professional relationships for the healthcare executives serving as Board members of CTAHE.

The BOD collectively promotes the Values of CTAHE and ACHE to our membership and the healthcare community at large:

Integrity - We advocate and emulate high ethical concerns in an all we do; Lifelong

Learning -We recognize lifelong learning is essential to our ability to innovate and continually improve ourselves, our organizations, and our profession; Leadership - We lead through example and mentoring and recognize caring must be a cornerstone of our professional interactions; and Diversity - We advocate inclusion and embrace the differences of those with whom we work and the communities we serve.

BOARD OF DIRECTORS' EXPECTATIONS

Each CTAHE Board member is expected to:

Promote the benefits of CTAHE membership to colleagues within her/his organization, and throughout the local healthcare leadership community.

Fully perform the responsibilities/duties of her/his position on the Board to accomplish the missions of the CTAHE.

In the event circumstances arise where a member of the Board can not perform her/his duties to meet her/his requirements in a timely, effective manner, she/he must promptly notify the CTAHE President of the situation/problem and/or request assistance to accomplish the required task(s).

Attend Board Meeting in person or telephonically.

Be prepared to provide Board reports when requested by the President, to keep the Board apprised of Committee updates/progress.

Provide timely written articles for Inclusion in the CTAHE newsletter.

Establish Committees, as appropriate to their office, to perform their duties.

Provide nominations for new Board members to the Past-President when requested.

Participate in the annual Strategic Planning process.

Attend and fully participate in the CTAHE's Annual Meeting, including any transition meetings required to ensure proper transfer of responsibilities.

Review and update her/his respective sections) of the Leadership Manual at least once annually.

Complete the Board of Directors Onboarding process identified in this manual.

Promote diversity and Inclusion within CTAHE.

BOARD OF DIRECTORS' STANDING COMMITTEES

RESPONSIBLE OFFICER/CHAIR	OFFICER COMMITTEE
Chapter Chairperson - Regent (Ex-Officio)	Nominating Committee
President	Board Meetings
	Executive Committee Meetings
	Membership Meetings
	Communication Committee Meetings
Vice President	Strategic Planning Meeting
Treasurer	Audit and Finance Committee
Secretary	By-Laws

RESPONSIBLE CHAIR	DIRECTOR COMMITTEES
Audit and Finance Chair	Committee and Audit and Finance
Bylaws Chair	Committee on Bylaws
Career Development Chair	Committee on Career Development
Communications Chair	Committee on Communications
Programs	Committee on Programs
Golf Chair	Committee of Golf
Membership Chair	Committee on Membership
Governance Chair	Committee on Governance
Sponsorships Chair	Committee on Sponsorships
Student Education Network	Committee on Education Network
Diversity and Inclusion	Committee on Diversity and Inclusion
Women's Forum	Committee on Women's Forum

CTAHE ANNUAL CYCLE

CTAHE operates on an annual calendar year basis with certain activities occurring consistently per the monthly schedule below:

TIMEFRAME	ACTIVITY	RESPONSIBILITY
January		
February	Education Event	Programs
March	ACHE Congress	Membership
April	Career Fair	Education Network and Member Development
May	CTAHE Annual Golf Outing Face to Face Program	Golf Chairman
June	CTAHE Annual Meeting Develop proposed list of Board candidates Ratify or edit Board Candidates Notify membership of Board Candidate slate	Executive Committee President President/President- Elect Nominating Committee Communications Committee
July		
August	Strategic Planning Retreat	President
September	Education Event	Programs
October	D&I and Women's Forum	D&I and Women's Forum
November	Strategic Retreat	President
December		

OFFICERS

PRESIDENT

The President is the Chief Officer of CTAH E and is responsible for calling and presiding at Chapter Board and Business Meetings as well as providing direction and coordination to other officers, members of the Board, and members of the Chapter.

Responsibilities:

Monitor the progress of Chapter goals and objectives as set forth in the Strategic Plan.

Stay current with all new ACHE information and policies and coordinate the dissemination of this information to Chapter members.

Ensure that meetings of the Board and/or Executive Committee 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, Board, and Executive Committee. In the event of the President's absence, a presiding officer will be named in the following sequence: President-Elect, Past President, Treasurer, and Secretary.

Communicate effectively on all levels and seize opportunities to positively represent the CTAHE at meetings, social functions, and forums that would benefit CTAHE or the ACHE.

Uphold the Chapter's policies and procedures to handle problems and address issues among Chapter members.

Ensure that Chapter events, financial statements, and leadership changes are reported to ACHE on a timely basis.

Prepare a Chapter Self-Assessment, which reflects the Chapter's current status and identifies areas for improvement and growth.

Facilitate the annual Strategic Planning Meeting, and development of the Strategic Plan.

Mentor and prepare the President-Elect to assume the duties of President.

Write a President's Message for each CTAHE newsletter.

Ensure all Chapter policies and procedures are clear and communicated to all Chapter members.

Plan and work with the Treasurer to prepare the annual budget.

Serve as a full voting member of the Board and advises various Committees, as assigned.

Develop, implement, monitor, and revise the Strategic Plan with participation of the Board.

Seek new ACHE members facilitate the annual Strategic Planning Meeting, and development of the Strategic Plan.

Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Attend ACHE Chapter Leadership Conference.

Attend all Chapter meetings and events as appropriate.

Miss no more than one Board/Executive Committee meeting.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Must have completed at least one term as a Committee Chair or made a significant contribution to CTAHE or ACHE.

Previous Board experience is preferred.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

Must be certified as a Fellow by ACHE, or actively pursue Fellow Certification with the Intent to achieve Fellow status within one year.

Term of Office:

One Three (3) year term

Committee Responsibilities:

Serve as Chief Officer on the Board.

Chair Board/Executive Committee meetings.

Appoint all standing committees and designate their Directors/Chairs.

Participate on the Nomination Committee to appoint Board members and Committee Chairs.

Vice President

The President-Elect generally assists and fills in for the President, as needed, while preparing to serve as President. This position will ensure a smooth leadership transition as the future President gains experience in the leadership role prior to becoming President.

Responsibilities:

Assume the office of President at the expiration of the President's term or earlier, if the office becomes vacant for any reason (based on Chapter bylaws).
Serve as a full voting Board member and advise various Committees, as assigned.
Seek new Chapter members.
Lead the development or renewal of the Chapter Strategic Plan.
Facilitate the annual Strategic Planning Meeting, and development of the Strategic Plan.
Coordinate Board Committee activities at the request absence of the President.
Communicate effectively on all levels and seize any opportunity to positively represent CTAHE: at meetings, social functions, and forums that would benefit CTAHE and/or ACHE.
Work closely with current President in preparation to become the President.
Publish at least one column in the CTAHE newsletter.
Oversee the review and update of the CTAHE Leadership Manual.
Oversee the annual financial audit.
Participate in the Annual Strategic Planning Meeting.
Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Attend a minimum of 50% of CTAHE activities.
Attend ACHE Chapter Leadership Conference.
Miss no more than one Board/Executive Committee meeting.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Previous Board experience is preferred.
Dedication to CTAHE.
Leadership, communication, and organizational skills.
Must be certified as a Fellow by ACHE, or actively pursue Fellow certification with the intent to achieve Fellow status within one year.

Term of Office:

One (1) year term - Renewable

Vice President (cont.)

Committee Responsibilities:

Serve as the Alternate Chair of the Board and Executive Committee.
Participate on the Nomination Committee to appoint Board members and Committee Chairs.
Serve as member of Committee on Audit and Finance.

IMMEDIATE PAST PRESIDENT

The CTAHE Immediate Past President is retained on the Board as an officer to provide continuity. That individual will serve as the chapter chairperson (Regent) and can provide answers as to why certain decisions were made or policies adopted and offer counsel to the new President as needed.

Responsibilities:

Serve as an ex-officio member on the Board and advise various Committees, as assigned.
Serve in an advisory capacity on other Committees and perform duties as delegated by the President and/or Board.
Chair the Committee on Nominations.
Participate In the Annual Strategic Planning Meeting.
Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Miss no more than two Board/Executive Committee meetings.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Served as CTAHE President the previous year.
Dedication to CTAHE.
Leadership, communication, and organizational skills.
Must be certified as a Fellow by ACHE, or actively pursue Fellow certification with the intent to achieve Fellow status within one year.

Term of Office:

One (1) Year

Committee Responsibilities:

Serve as an Officer of the Board
Chair the Committee on Nominations
Facilitate the Strategic Planning Meeting

TREASURER

The Treasurer acts as the Chief Financial Officer of CTAHE and manages all of the cash, bank accounts and financial records for the Chapter. This includes recording and depositing program fees, issuing and signing checks for approved expenses (including obtaining the signature of a co-signer), preparing regular financial reports, filing any reports required by federal or state governments, ensuring that annual budgets are prepared and monitored and conducting audits, as required. Additionally, is responsible for adhering and amending the CTAHE Financial Policies.

Responsibilities:

Maintain accurate records of the Chapter's financial status.
Deposit all money received by the Chapter into the Chapter's bank accounts.
Pay all bills as submitted, per the CTAHE Financial Policies.
Monitor and report the financial status of the current year.
Prepare the annual budget for the next year with input from the Board.
Audit or review records periodically, and upon departure from the office.
Provide detailed report of fiscal accounts and contacts to be forwarded to next Treasurer.
Work with Committees to identify additional sources of revenue.
Submit quarterly financial reports and annual financial report to the Board/Executive Committee.
Coordinate collection of revenues from all traditional sources, including ACHE allocation, revenues from educational programs, revenues from sponsors, etc.
Establish a Chapter checking account and obtain pertinent signature cards and resolutions in appropriate institutions per Chapter policy.
Assure that all receipts and disbursements are recorded consistent with the appropriate accounting conventions currently in practice.
Assure that Chapter officers are appropriately bonded and insured.
Serve as a full voting member on the Board and advise Committees, as assigned.
Chair the Committee on Audit and Finance.
Appoint a Vice Chair of the Committee on Audit and Finance that will serve as back up to the Chair and serve as successor to the Treasurer and Chair position.
Participate in the Annual Strategic Planning Meeting.
Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Miss no more than one Board/Executive Committee meetings.
Attend all Committee on Audit and Sponsorship meetings.
Attend a minimum of 50% of Chapter activities annually.

TREASURER (cont'd)

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

Must be familiar with accounting principles and processes.

Must be familiar with budget development and possess financial management skills.

Must be certified as a Fellow by ACHE, or actively pursue Fellow certification with the intent to achieve Fellow status within one year.

Term of Office:

One (1) Year – Renewable

Committee Responsibilities:

Serve as an Officer of the Board.

Serve as Chair of the Committee on Audit and Finance.

Please note that additional guidance is published in the ACHE Chapter Treasurer's Manual.

SECRETARY

The Secretary maintains the CTAHE records and data. This involves development of internal processes that ensure accurate capture, reliable storage, and appropriate access of the Chapter's business information. Future leadership teams will rely on this position to ensure preservation of CTAHE's legacy information.

Responsibilities:

Responsible for all official Chapter records.

Assist President with preparation of monthly Board and Executive Committee meetings.

Record minutes of all Board and Executive Committee meetings.

Circulate minutes to Board members within two weeks of each meeting.

Maintain an ongoing record of minutes and other official documents of the Chapter and convey these records to her/his successor.

Assist Past President with Chapter elections per the Chapter bylaws.

Serve as a full voting Board member and advise various Committees, as assigned.

Responsible for working with Administrative Assistant to maintain and update Chapter rosters (Officers, Executive Committee, Board, Committee Chairs, etc.).

Responsible for working with Administrative Assistant to ensure that important Chapter documents are posted on Chapter link.

Supervise the Chapter's Administrators.

Conduct an Annual Board Survey to measure Board engagement and satisfaction.

Develop and adhere to procedures that ensure that all members receive all eligible ACHE ' membership points.

Participate in the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Miss no more than one Board/Executive Committee meeting.

Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

Must be certified as a Fellow by ACH E, or actively pursue Fellow certification with the intent to achieve Fellow status within one year.

Term of Office:

One (1) Year Renewable

Committee Responsibilities:

Serve as an Officer of the Board

COMMITTEE CHAIRS

COMMITTEE ON AUDIT AND FINANCE

The Committee on Audit and Finance shall be chaired by the Treasurer and be staffed by a minimum of the President-Elect and one other Board member appointed by the Board. The Committee shall arrange and supervise an annual audit of the Chapter finances under the supervision of the President-Elect in accordance with generally accepted accounting principles and practices, as well as prepare an annual budget under direction of the Executive Committee. The Committee is also responsible for ongoing management, monitoring, and reporting of all Chapter financial reports.

CHAIR COMMITTEE ON AUDIT AND FINANCE

See Treasurer Description above.

MEMBER COMMITTEE ON AUDIT AND FINANCE

Responsibilities:

Prepare monthly financial statements.

Meet regularly to review the Chapter financial statements, and discuss variances.

Prepare annual budget with direction from the Executive Committee.

Participate in annual audit to confirm integrity of financial management systems.

Participate **in** the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Must attend a minimum of 75% of Committee on Audit and Finance meetings.

Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate **in** good standing.

Dedication to CTAHE.

Term:

One (1) Year – Renewable

COMMITTEE ON BYLAWS

The Committee on Bylaws shall annually review the CTAHE Bylaws and develop recommendations for improvements, necessary updates and/or alterations. These recommendations shall be made to the Executive Committee by September of each year. In addition the Committee should prepare an annual timetable and list of bylaw obligations for the officers to facilitate the timely completion of their work requirements.

CHAIR, COMMITTEE ON BYLAWS

Responsibilities:

Schedule meetings as necessary to ensure that the Chapter is conducting its business in accordance with the Bylaws.

Review the Bylaws on an annual basis to provide the Board with recommended changes. Report Committee activities to the Board and Executive Committee.

Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a voting Board member.

Attendance Responsibilities:

Miss no more than two Board/Executive Committee meetings.

Attend all Committee on Bylaws meetings.

Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

Term:

One (1) Year - Renewable

MEMBER, COMMITTEE ON BYLAWS

Responsibilities:

Assist the Chair In the annual Bylaw review

Review specific Bylaw related Issues as they arise

MEMBER, COMMITTEE ON BYLAWS (cont'd)

Attendance Responsibilities:

Must attend all meetings scheduled by the Chair

Eligibility Criteria:

Must be a current ACHE affiliate in good standing

Dedication to CTAHE

Some experience working with organizational Bylaws

Willingness to take the position seriously, and complete assignments in a professional and timely manner

Term:

One (1) .Year – Renewable

COMMITTEE ON CAREER DEVELOPMENT AND MENTORING

The Committee shall be responsible for developing programs and strategies to assist the CTAHE membership with career development and mentoring. The Committee shall promote advancement within the ACHE as its primary responsibility.

CHAIR, COMMITTEE ON CAREER DEVELOPMENT AND MENTORING

Responsibilities:

Keep records of all Committee events and coordinate with Program Chair and CTAHE Administrative Assistant to ensure that information is sent to ACHE using the Event submission report.

Establishes Committee meeting schedule (monthly via conference call).

Facilitates the work of the Committee.

Collaborates with other Committees and Chapters as needed.

Acts as the liaison between the Chapter Board and the Career Development Committee, as well as CTAHE members with respect to career development activities related to I initiatives, suggestions, questions, etc.

Ensures progress of Committee objectives and provides report to Board and Executive Committee.

Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a voting Board member.

Appoint a Vice Chair of the Committee on Career Development that will serve as back up to the Chair and serve as successor to the Chair position.

Participate in the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Miss no more than one Board and no more than 3 Executive Committee meetings per year.

Attend all Committee on Career Development meetings.

Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

Must be a current FACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

CHAIR, COMMITTEE ON CAREER DEVELOPMENT (cont'd)

It is strongly encouraged that the Chair be certified as a Fellow by ACHE, or actively pursues Fellow certification with the intent to achieve Fellow status

Term:

One (1) Year - Renewable

MEMBER, COMMITTEE ON CAREER DEVELOPMENT

Responsibilities:

Participate in development of the annual strategic plan for Career Development Committee to facilitate the advancement of members to FACHE status.

Attend Committee meetings or participate in Committee conference calls.

Support Committee activities by leading, actively participating in or assisting with activities/tactics adopted by the Committee including Speaker for AIS session and Facilitator for BOG review session.

Represent CTAHE and ACHE in the community and seek to recruit new members from their personal professional network and/or their work environment, as appropriate.

Attendance Responsibilities:

Must attend a minimum of 50% of all Committee on CTAHE Programs, in person or by phone.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing

Dedication to CTAHE

Organizational, time management, and administrative skill.

Term:

One (1) Year – Renewable

COMMITTEE ON COMMUNICATIONS

The Committee effectively informs Chapter members and the local healthcare community about upcoming Chapter events and resources to support our membership through membership meetings, newsletters, website and press releases. The Committee is responsible for the preparation and coordination of the CTAHE Newsletter, website and all external communications (press releases, advertising, etc.) The Committee should prepare the CTAHE Newsletter at least quarterly.

CHAIR, COMMITTEE ON COMMUNICATIONS

Responsibilities:

Research, Interview, write content and coordinate design for each newsletter, in accordance with ACHE standard, highlighting current events and topics of interest to members.

Solicit and edit Committee news from Chairs for quarterly newsletters.

Coordinate with CTAHE's Administrators to submit quarterly newsletters to ACHE on time.

Coordinate, maintain, and update webpage content with CTAHE web coordinator.

Coordinate posts to various social media sites to engage current CTAHE members and attract new members.

Prepare and coordinate content for all CTAHE written and electronic communication to ensure consistency, accuracy and timeliness for distribution to CTAHE members, the news media and all external venues.

Solicit articles of healthcare management of interest from and for the CTAHE members, healthcare professionals and potential CTAHE members, in the CTAHE geographical area.

Arrange monthly meetings of the CTAHE Committee on Communication.

Coordinate with the other Committee Chairs, as needed.

In conjunction with the Programs Director, prepare an annual budget for communications cost and provide to the Treasurer.

Serve as point person for CTAHE in expanding into the use of other social media.

Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a voting Board member.

Appoint a Vice Chair of the Committee on Communications that will serve as back up to the Chair and serve as successor to the Chair position.

Participate in the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual.

CHAIR, COMMITTEE ON COMMUNICATIONS (cont'd)

Attendance Responsibilities:

Miss no more than one Board/Executive Committee meetings.
Attend all Committee on Communications meetings.
Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.
Leadership, communication, and organizational skills.
It is strongly encouraged that the Chair be certified as a Fellow by ACHE, or actively pursues Fellow certification with the intent to achieve Fellow status.

Term:

One (1) Year - Renewable

MEMBER, COMMITTEE ON COMMUNICATIONS

Responsibilities:

Submit at least one article for one of the four newsletters.
Obtain or write and submit at least one corporate sponsor profile.
Submit at least one event announcement for publication.
Support the Chair in his/her responsibilities.

Attendance Responsibilities:

Participate in at least 50 percent of the monthly meetings.
Attend at least two of the four in-person meetings.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Dedication to CTAHE

Term:

One (1) Year – Renewable

COMMITTEE ON PROGRAMS

The Committee shall be responsible for recommending strategies for how CTAHE can more effectively engage programs and education. Focus areas include, but are not limited to, programming, education, career development opportunities, and networking. Additionally shall be responsible for planning, staging and evaluating all membership educational and networking programs, including quarterly programs for the membership as well as working with ACHE to bring relevant ACHE educational programs to the local area.

CHAIR, COMMITTEE ON PROGRAMS

Responsibilities:

Serve as the Committee's primary spokesperson at the CTAHE Board, while serving as a voting Board member.

Develop an annual plan for the Committee's efforts in collaboration with the Committee members.

Keep records of all Committee events and coordinate with Program Chair and CTAHE. Administrative Assistant to ensure that information is sent to ACHE using the Event submission report.

Develop the specific education programs of the Chapter and identify key issues/topics to be addressed for inclusion in the annual plan.

Collaborate with other professional organizations to establish mutually beneficial training opportunities.

Coordinate education program with member needs.

Continually explore opportunities to enhance the Chapter education program.

Research sites for events and follow through on all of the obligations of the contract made with the site (and ACHE as needed) at which the program will be held.

Arrange and chair all meetings of the Committee members.

Oversee Committee on CTAHE Programs members/volunteers to ensure assigned tasks are completed successfully.

Submit an oral CTAHE Committee Report to the Board or Executive Committee monthly.

Establishes Committee meeting schedule (monthly via conference call).

Facilitates the work of the Committee.

Collaborates with other Committees and Chapters as needed.

Establish Committee meeting schedule.

Lead Committee initiatives and facilitate Committee events.

Coordinate the assignment of an Education Committee Advisor to each of the other CTAHE Committees.

Appoint a Vice Chair of the Committee on Education that will serve as back up to the Chair and serve as successor to the Chair position.

Participate in the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual.

CHAIR, COMMITTEE ON PROGRAMS (cont.)

Attendance Responsibilities:

Miss no more than two Board/Executive Committee meetings.

Attend all Committee on Programs meetings.

Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

It is strongly encouraged that the Chair be certified as a Fellow by ACHE, or actively pursues fellow certification with the intent to achieve Fellow status.

Term:

One (1) Year – Renewable

MEMBER, COMMITTEE ON PROGRAMS

Responsibilities:

Participate in the development of the annual strategic plan for the Committee on PROGRAMS.

Attend Committee meetings and/or participate in Committee conference calls. Support Committee activities by developing, leading, actively participating in or assisting with initiatives and events.

Represent CTAHE and ACHE in the community, and seek to recruit new members to participate.

Potentially serve as a Committee Advisor to act as a liaison between the Committee on Education and other CTAHE Committees.

The goal is to provide an opportunity for early careerists to become more involved in CTAHE events and planning, including but not limited to, providing feedback on existing initiatives and assisting with the development of new programs.

Assist with development of an annual plan for the Chapter education program.

Assist with development of the specific education programs of the Chapter and identifying key issues/topics to be addressed for inclusion in the annual plan including lead responsibility for at least one (1) educational program per year.

Collaborate with other professional organizations to establish mutually beneficial training opportunities.

Coordinate education needs survey of the Chapter, as appropriate.

Continually explore opportunities to enhance the Chapter education program.

Research sites for events and following through on all of the obligations of the contract made with the site (and ACHE as needed) at which the program will be held.

Assist with keeping records of events to report to ACHE and for Chapter records.

Attendance Responsibilities:

Attend 50% of Committee on Programs meetings.

Participate in other Chapter activities annually.

Attend a minimum of 50% of Chapter activities annually.

Must attend a minimum of 50% of all Committee on CTAHE Programs, in person or by phone.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Willingness to be engaged in Committee projects and deliverables assigned by the Board.

Term:

One (1) Year – Renewable

COMMITTEE ON GOLF

The Committee shall be responsible for planning CTAHE's annual golf outing, including course location, reservations and all events taking place the day of the outing. Committee responsibilities shall also include working closely with the Committee on CTAHE Programs and Committee on Sponsorships throughout the year on fundraising activities and events, and securing financial sponsorships.

CHAIR, COMMITTEE ON GOLF

Responsibilities:

Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a voting Board member.

Appoint a Vice Chair of the Committee on Golf that will serve as back up to the Chair and serve as successor to the Chair position.

Participate in the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Miss no more than two Board/Executive Committee meetings.

Attend all Committee on Golf meetings.

Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

It is strongly encouraged that the Chair be certified as a Fellow by ACHE, or actively pursue Fellow certification with the intent to achieve Fellow status.

Term:

One (1) Year – Renewable

MEMBER, COMMITTEE ON GOLF

Responsibilities:

Actively participating in the planning process.
Engage potential sponsors throughout the year.

Attendance Responsibilities:

Participate In 50% of all planning meetings

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.

Term:

One (1) Year Renewable.

COMMITTEE ON MEMBERSHIP

The Committee shall be responsible for developing strategies for CTAHE membership growth and retention.

CHAIR, COMMITTEE ON MEMBERSHIP

Responsibilities:

Monitor the progress of Chapter membership growth/retention as set forth in the multi-year Strategic Plan.

Recruit new ACHE members.

Hold Quarterly Recruitment Events.

Monitor the Chapter "Dashboard Report" and implement actions as necessary to meet established Chapter goals.

Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a full Board member.

Plan and run monthly committee calls.

Recruit, mentor and prepare the Vice Chair to assume duties of the Chair.

Write a membership update message for select CTAHE newsletter issues.

Develop tactics to increase membership and improve member retention.

Create and/or update an orientation presentation for explaining ACHE and CTAHE to new members and potential new members.

Appoint a Vice Chair of the Committee on Membership that will serve as back up to the Chair and serve as successor to the Chair position.

Participate in the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual. Plan and execute up to Board of Governor review courses annually.

Establish study groups for Interested FACHE applicants in preparation for Board of Governor Exam.

Attendance Responsibilities:

Attend all Board/Executive Committee meetings missing a maximum of two meetings.

Attend all Committee on Membership meetings both in person and telephonically.

Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

It is strongly encouraged that the Chair be certified as a Fellow by ACHE, or actively pursue fellow certification with the intent to achieve Fellow status.

Term:

One (1) Year – Renewable

MEMBER, COMMITTEE ON MEMBERSHIP

Responsibilities:

Attend Committee meetings or participate in Committee conference calls.
Support council activities by leading, actively participating in or assisting with activities/tactics adopted by the council.
Represent CTAHE and ACHE in the community and seek to recruit new members from their personal professional network and/or their work environment, as appropriate.
Participate in development of the annual strategic plan for membership growth/retention.
Represent the Membership Council at various events sponsored by the Committee on CTAHE Programs.

Attendance Responsibilities:

Attend majority of meetings called by the Chair.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.
Organizational, time management and administrative skills.
Willingness to be engaged in Committee projects and deliverables assigned by the Board
Willingness to work with people

Term:

One (1) Year – Renewable

COMMITTEE ON GOVERNANCE

The Committee on Governance shall consist of the Executive Committee, and any Regent of ACHE who is a Chapter member shall be an ex-officio voting member. The CTAHE Past President shall serve as the Committee Chair. The Committee is responsible for recommending the next year's slate of officers to be voted on by the membership at the Annual Business Meeting. The Committee shall annually solicit from the members, nominees for President-elect, Treasurer, and Secretary in the second quarter of each year. Nominees will present to the Committee their desires and credentials for the selected office and the Committee will select the candidate they feel is most qualified for each position. The nominees along with the year's nominees for Committee Chairs shall constitute the Slate of Officers and will be presented for vote at the Annual Business Meeting of the membership.

CHAIR, COMMITTEE ON GOVERNANCE

Responsibilities:

Solicit candidate nominations from the Board and membership.
Facilitate a Board discussion(s) to solidify a slate of proposed candidates.
Provide the slate of candidates to the President for a confirmation vote at the Annual Membership Meeting.
Promote diversity within the Chapter by supporting a diverse and inclusive slate of candidates.
Assist with the review of job descriptions to meet the current needs of the Chapter.
Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a voting Board member.
Participate in the Annual Strategic Planning Meeting.
Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Miss no more than three Board/Executive Committee meetings.
Attend all Board/Executive Committee meetings when nominations are on the agenda.
Attend a minimum of 50% of Chapter activities annually.

CHAIR, COMMITTEE ON GOVERNANCE

Eligibility Criteria:

Must be immediate Past-President.
Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.
Leadership, communication, and organizational skills/

Term:

One (1) Year -renewable

MEMBER, COMMITTEE ON GOVERNANCE

Responsibilities:

Identify and nominate qualified candidates to fill vacant positions.
Promote diversity within the Chapter by supporting a diverse and inclusive slate of candidates.
Participate in voting process to select a slate of candidates.

Attendance Responsibilities:

Miss no more than three Board/Executive Committee meetings.
Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a member of the Executive Committee.
Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.

Term:

One (1) Year – Renewable

COMMITTEE ON SPONSORSHIPS

The Committee is responsible for Identifying and securing corporate financial sponsorships for CTAHE and its activities. Developing and maintaining relationships with organizations to secure financial support and to enhance those organizations' brand visibility within CTAHE will be essential to the Committee's success.

CHAIR, COMMITTEE ON SPONSORSHIPS

Responsibilities:

- Secure sponsors.
- Update sponsorship levels and benefits.
- Develop a sponsorship management program.
- Promote and market the benefits of sponsorship.
- Report sponsorship progress to the Board.
- Provide the Treasurer with a sponsorship budget for the upcoming year.
- Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a voting Board member.
- Appoint a Vice Chair of the Committee on Sponsorships that will serve as back up to the Chair and serve as successor to the Chair position.
- Participate In the Annual Strategic Planning Meeting.
- Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

- Miss no more than three Board/Executive Committee meetings.
- Attend all Committee on Sponsorship meetings.
- Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing.
- Dedication to CTAHE.
- Leadership, communication, and organizational skills.
- It is strongly encouraged that the Chair be certified as a Fellow by ACH E, or actively pursuing Fellow certification with the Intent to achieve Fellow status.

Term:

One (1) Year – Renewable

MEMBER, COMMITTEE ON SPONSORSHIPS

Responsibilities:

Secure sponsors.
Update sponsorship levels and benefits.
Develop a sponsorship management program.
Promote and market the benefits of sponsorship.

Attendance Responsibilities:

Attend the quarterly Committee on Sponsorship meetings.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing
Dedication to CTAHE

Term:

One (1) Year – Renewable

COMMITTEE ON EDUCATION NETWORK

The Committee is responsible for developing programming to Interest health services 'management students and faculty in the activities of ACHE and CTAHE. Such strategies as job shadowing programs, mentoring, scholarship assistance, ACHE Congress attendance and the like should be the core of the Committee's annual agenda.

CHAIR, COMMITTEE ON EDUCATION NETWORK

Responsibilities:

Develop an annual plan for the Chapter education program.

Develop the specific Education Network programs for the Chapter and identify key issues/topics to be addressed for inclusion in the annual plan (Job Shadow Day, Case Competition, etc.).

Create and communicate a budget for the Education Network Committee in conjunction with the Chapter Board and Treasurer.

Collaborate with other professional organizations and local graduate schools to establish mutually beneficial Higher Education Network opportunities.

Coordinate student needs survey of the Chapter, as appropriate.

Continually explore opportunities to enhance the Chapter Education Network program.

Research sites for events and follow through on all of the obligations of the contract made with the site (and ACHE as needed) at which the Education Network event will be held.

Arrange and chair all meetings of the Committee members.

Oversee Committee on Education Network members/volunteers to ensure assigned tasks are completed successfully.

Keep records of events to report to ACHE and for Chapter records.

Submit a CTAHE Chapter of ACHE Committee Report form to the Board monthly.

Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a voting Board member.

Appoint a Vice Chair of the Committee on Education Network that will serve as back up to the Chair and serve as successor to the Chair position.

Participate in the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual.

Attendance Responsibilities:

Miss no more than two Board/Executive Committee meetings.

Attend all Committee on Education Network meetings.

Attend a minimum of 50% of Chapter activities annually.

CHAIR, COMMITTEE ON EDUCATION NETWORK (cont'd)

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

It is strongly encouraged that the Chair be certified as a Fellow by ACHE, or actively pursues fellow certification with the intent to achieve Fellow status.

Term:

One (1) Year – Renewable

MEMBER, COMMITTEE ON EDUCATION NETWORK

Responsibilities:

Assist with development of an annual plan for the Chapter Education Network program.
Assist with development of the specific Education Network programs of the Chapter and Identification of key issues/topics to be addressed for inclusion in the annual plan.
Implement and manage the Chapter Job Shadow Day (JSD) Program.
Collaborate with other professional organizations to establish mutually beneficial student opportunities.
Coordinate student needs survey of the Chapter, as appropriate.
Continually explore opportunities to enhance the Chapter Education Network program and services.
Assist with record keeping of events to report to ACHE and for Chapter records.

Attendance Responsibilities:

Attend all meetings called by the Education Network Committee Chair.
Actively participate in meetings in person or through virtual connection.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.
Willingness to be engaged in the Committee's projects and deliverables as assigned by the Chapter Board.

Term:

One (1) Year –Renewable

COMMITTEE ON DIVERSITY AND INCLUSION

The Committee shall be responsible for getting people of diverse backgrounds together and who want to improve the inclusive nature of CTAHE with the goal of increasing diversity.

CHAIR, COMMITTEE ON DIVERSITY AND INCLUSION

Responsibilities:

Serve as primary spokesperson for the Chapter at the CTAHE Board, while serving as a voting Board member.

Participate in the Annual Strategic Planning Meeting.

Review and update respective sections of the Leadership Manual.

Who have a genuine interest in getting people of diverse backgrounds together.

Who are familiar with doing a community assessment on specific topics.

Who have connections and influence with health care leaders around Connecticut.

Who want to improve the inclusive nature of CTAHE with the goal of increasing diversity.

Who currently serve on affinity groups such as Asian, Latino, Women, and other leadership consortiums.

Attendance Responsibilities:

Miss no more than two Board/Executive Committee meetings.

Attend all Committee on Diversity and Inclusion meetings.

Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.

Dedication to CTAHE.

Leadership, communication, and organizational skills.

It is strongly encouraged that the Chair be certified as a Fellow by ACH E, or actively pursue

Fellow certification with the intent to achieve Fellow status.

Term:

One (1) Year – Renewable

MEMBER, COMMITTEE ON DIVERSITY AND INCLUSION

Responsibilities:

Who have a genuine interest in getting people of diverse backgrounds together.
Who are familiar with doing a community assessment on specific topics.
Who have connections and influence with health care leaders around Connecticut.
Who want to improve the inclusive nature of CTAHE with the goal of increasing diversity.
Who currently serve on affinity groups such as Asian, Latino, Women, and other leadership consortiums.

Attendance Responsibilities:

Participate In 50% of all planning meetings

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.

Term:

One (1) Year Renewable.

MEMBERS AT LARGE (Directors)

At-large Corporate Board members shall number no less than four or more than ten at any given time. One at-large member shall annually be appointed as the CTAHE Diversity Delegate with specific duties annually assigned by the Corporate Board. When considering appointment of at-large members to the Corporate Board, the Executive Committee also shall seek nominations from the ACHE Regents whose area includes any portion of CTAHE's territory as designated by ACHE. A Student Representative, annually nominated by the Committee on Higher Education Network and confirmed by the Corporate Board, shall serve as a non-voting member of the Corporate Board. Such appointments shall be for a two-year term and any reappointments shall be the purview of the Committee on Nominations as part of their annual slate. Selection of at-large members should promote diversity, engage local health systems, and include other relevant professional societies.

Directors

Responsibilities:

Volunteers for and willingly accepts Board assignments, and completes them on time.
Stays informed about Board matters.
Prepares for Board meetings, including reading pre-meeting material, reviewing minutes, etc.
Builds collegial working relationships with fellow Board members.

Attendance Responsibilities:

Miss no more than two Board/Executive Committee meetings or be active participants in Board and Chapter initiatives
Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.
Leadership, communication, and organizational skills.

Term of Appointment:

Two (2) Years - Renewable

Committee Responsibilities:

Participate on one of the Chapter Committees

STUDENT REPRESENTATIVE

Responsibilities:

Volunteers for and willingly accepts Board assignments, and completes them on time.
Stays Informed about Board matters.
Prepares for Board meetings, including reading pre-meeting material, reviewing minutes, etc.
Builds collegial working relationships with fellow Board members.
Provide student perspective on Chapter matters, as well as issues facing the healthcare industry.

Attendance Responsibilities:

Miss no more than two Board/Executive Committee meetings or be active participants in Board and Chapter initiatives
Attend a minimum of 50% of Chapter activities annually.

Eligibility Criteria:

Must be a current ACHE affiliate in good standing.
Dedication to CTAHE.
Leadership, communication, and organizational skills.

Term of Appointment:

One (1) Year – Renewable

Committee Responsibilities:

Work closely with Committee on Education Network

SELECTION OF NEW BOARD MEMBERS

NOMINATION PROCESS

In April, the President sends correspondence to the general membership to broadcast vacancies within the officers, members-at-large, and Committee chairs for the upcoming year. The purpose of the correspondence is to allow the members to suggest candidates, or self-nominate. The President and President-Elect will review all suggested candidates to develop a slate of candidates for review by the Governance Committee. The Governance Committee meets in May to review the proposed candidates and either ratifies or edits the slate. The President is responsible (but may seek assistance from other Board members) to contact the proposed slate of candidates to confirm their willingness to serve in the role. The final slate of candidates is presented for final approval by the general membership at the Annual Business Meeting in June.

ONBOARDING NEW BOARD MEMBERS

Each new member of the BOD must complete the following on-Boarding responsibilities:

Attend the annual orientation program.

Review the CTAHE Leadership Manual in detail.

Perform an individual transition meeting with the person who previously held this position to review position responsibilities, relationships, and best practices to use in accomplishing the requirements of this position.

BOARD ORIENTATION PROGRAM

The Orientation Program will be conducted annually in November. All Board members are expected to attend. The orientation for new Board officers or directors will include the following:

CTAHE Leadership Manual.

Review of resources available in the Chapter services section of the ACHE website. When logging in to the ACHE website, select "For Chapter Leaders" from the left hand side of the page. Then select the "Chapter Leaders Resources" link. Specific materials related to each position are available in the middle of the page. Additionally, there are "Quick Guides" located at the bottom of the page, which are useful for Chapter orientation.

The former position holder should be available at the orientation program to answer any questions and provide guidance to the incoming officers/Committee chair.

CONTINUITY DOCUMENTS

Board members are expected to maintain continuity documents that explain the expectations of each position and that provide tools for success. The following items are recommended:

Chapter Leadership Manual

Chapter Annual Strategic Plan

Upcoming networking events/leadership training

List of Committee Chairs and members

Current financial budget and/or most recent financial statement

Minutes of last three Board meetings

Most current Chapter newsletter

TRANSITION OF MEMBERS FROM THE BOARD:

Members of CTAHE transition from their positions on the Board of Directors for one of the following reasons:

They have successfully performed their duties and completed their term of office as specified in the CTAHE Bylaws.

They resign their positions, before the end of their normal term of office is completed, because of personal or professional reasons.

They have been unsuccessful in performing the duties of their position; have not been attending Board meetings as required, or providing appropriate executive input to the Board. After a concerted effort by other Board members to assist in overcoming the problem, he/she is terminated from their position. This action can only be taken after a thorough review of the situation and a majority vote of the Board.

In the event the members of the Board believe that a member is not satisfactorily performing his/her duties, the President will take the following actions:

Discuss the situation with the member whose performance is deemed to be unsatisfactory, and determine whether there are personal or professional extenuating circumstances. If the individual is experiencing temporary difficulties while attempting to perform their duties, offer the individual help to accomplish his/her duties for the CTAHE, as specified. If it is determined the individual is unable or unwilling to perform the duties of the position he/she holds, request the resignation of the individual as soon as possible/practical.

If the member acknowledges the issue as described above, but indicates he/she desires the opportunity to improve their performance to a satisfactory level, the President will work with the individual to establish a remediation plan, provide assistance, and establish a timeline for expected satisfactory performance.

If the remediation plan is not performed, and/or satisfactory performance is not achieved, and if the member is unwilling to resign, the President will either schedule a special meeting of the Board to adjudicate this matter or include it on the agenda for the next monthly.

Board meeting. The President will ensure to allot sufficient time to present the facts concerning the situation and offer the member in question the opportunity to speak on their own behalf or defend themselves. At the conclusion of the discussion surrounding this situation, the Board will vote to determine whether the individual will remain on the Board. A simple majority vote decides the action.

If the member is terminated from the Board, the President will work with the Board to find a qualified member of the Chapter to fill the remaining term of the position.

ASSESSMENT OF PERFORMANCE

CTAHE conducts several different surveys/evaluations to receive feedback from the members and leaders of the organization.

PROGRAM EVALUATION

An evaluation is requested from every attendee at all CTAHE programs. This information is used to measure the success of the program, and to provide critical input into future program plans. A copy of the Program Evaluation is provided in the Appendix.

ANNUAL MEMBERSHIP SURVEY

An annual survey is sent to all ACHE members on an annual basis. The results are sorted by Chapter, and distributed to each respective Chapter President. The ACHE Board reviews these results each year as a measure of Chapter performance, and as input into the CTAHE strategic planning process. A copy of the 2014 survey results is provided in the Appendix.

BOARD SURVEY

The Secretary of CTAHE conducts a survey of the Board at year-end to measure the satisfaction of the Board members with their CTAHE leadership experience. The results are used by the incoming President to strive for continuous improvement of the CTAHE Board experience. A copy of this survey is provided in the Appendix.

RECOGNITION OF CHAPTER AND MEMBERS

ACHE CHAPTER AWARDS

The purpose of the ACHE Chapter Management and Awards Program is to ensure the consistent delivery of quality services to ACHE members by ACHE Chapters. The awards and recognition system acknowledges superior Chapter performance based on objectively measured results.

Award Performance Standards Education and Networking Performance

This performance measure is a simple calculation of the indexed attendee hours which is the number of programming hours multiplied by the number of attendees for each event divided by total Chapter membership at the beginning of the current year.

Net Membership Growth

Net membership growth is measured by the percentage difference between the total number of ACHE affiliated Chapter members in all membership categories at the beginning of the year and at the end of the year.

Level of Member Satisfaction

Membership satisfaction is measured on a 10-point scale based on the survey question: "Overall, how satisfied are you with your local Chapter?"

Advancement of Eligible Members

Advancement of eligible members is measured by the percentage of the eligible pool who advance to Fellow or pass the Board of Governors Exam each year.

These performance standards are set annually by taking a three-year average of performance (at the 90th percentile level) for each standard.

Award Levels

Upon submitting the required reports to ACHE, all fully chartered Chapters will be eligible for one of the following awards:

Awards

Award of Chapter Merit
Award of Chapter Distinction
Award for Chapter Excellence
Board of Governors Award
Award for Sustained Chapter Performance
Award for Sustained Chapter Excellence

Criteria

Awarded to all Chapters that meet **one** of the four performance standards
Awarded to all Chapters that meet **two** of the four performance standards
Awarded to all Chapters that meet **three** of the four performance standards
Awarded to all Chapters that meet **all four** of the performance standards
Awarded to all Chapters that meet at least one of the four performance standards for a continuous three years.
Awarded to all Chapters that **continue to meet three out of four** performance standards for a continuous four years.

ACHE SERVICE AWARDS

The ACHE Recognition Program is based on points accrued through volunteer activities performed in a convocation year (April-March). Points begin to accrue for affiliate's beginning with the 2003 - 2004 convocation year and are cumulative from year to year. An affiliate does not need to achieve a set number of points in a single year, but rather points will build over time. In that manner affiliates have the opportunity to progress through the three award levels.

Awardees will be acknowledged at their local ACHE Chapter, with each Chapter determining an appropriate time for the annual award ceremonies.

The Three award levels are:

Exemplary Service Award = 125 points

Distinguished Service Award = 75 points

Service Award = 30 points

{Note - See the ACHE web site for details of how points are earned.}

REGENT AWARDS

Each Regent is encouraged to provide an award for outstanding healthcare executives in his or her jurisdiction. ACHE will support two Regent's Awards each convocation year with a certificate and an etched crystal sculpture award.

Regents may construct their awards program in any way they would like. However, some Regents have requested sample criteria they can use for their award. ACHE has developed the criteria listed below for an Early Career and a Senior-Level Healthcare Executive Award.

Early Career Healthcare Executive Award

Criteria:

A member of the American College of Healthcare Executives

Demonstration of leadership ability

Demonstration of innovative and creative management

Executive capability in developing his or her organization and promoting its growth and stature the community

Participation in local, state, or provincial hospital and health association activities

Participation in civic/community activities and projects

Demonstration of participation in ACHE activities and interest in assisting ACHE in achieving its objectives

REGENT AWARDS (cont'd)

Senior-Level Healthcare re Executive Award

Criteria:

A Fellow of ACHE

A CEO, COO, or other senior-level executive title within the organization

Demonstration of leadership ability

Demonstration of innovative and creative management

Executive capability in developing his or her organization and promoting its growth and stature in the community

Senior-Level Healthcare Executive Award

Criteria:

Contributions to the development of others in the healthcare profession

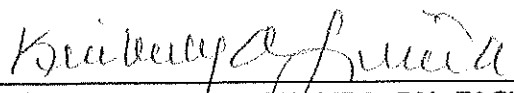
Demonstration of leadership in local, state, or provincial hospital and health association activities

Participation in civic/community activities and projects

Demonstration of participation in ACHE activities and interest in assisting ACHE in achieving its objectives

PRESIDENT'S RECOGNITION LETTER

Each year the Chapter President will send a recognition letter to all Board/Executive Committee members, Chapter Vice-Chairs, and Committee members. The letter will thank and acknowledge these individuals for their contributions to CTAHE. These letters will be copied to each individual's organization leader/CEO.



Kimberly Lumia, MSN, MBA, RN, FACHE

President

Connecticut Association of Healthcare Executives

Date: November 21, 2018

APPENDIX

BYLAWS
of the
CT Association of Healthcare Executives
an independent chapter of the
American College of Healthcare Executives

ARTICLE I – NAME

Section 1: Name.

The name of the Chapter shall be CT Association of Healthcare Executives, "an independent chapter of the American College of Healthcare Executives". Hereinafter in these bylaws it will be identified as the "Chapter". The American College of Healthcare Executives will be identified as "ACHE".

ARTICLE II – MISSION AND AFFILIATION

Section 1: Mission.

The mission of the Chapter, in the territory designated by ACHE, is to be the professional membership society for healthcare executives; to meet its members' professional, educational, and leadership needs; to promote high ethical standards and conduct; to advance healthcare leadership and management excellence; and to promote the mission of ACHE.

Section 2: Affiliation with ACHE.

So long as this Chapter remains a Chapter of the ACHE, the Chapter shall operate in accordance with the ACHE Criteria for Chapter Status. Chapter Bylaws shall be further enacted as necessary to satisfy any governmental regulations. Any disbursement of funds shall be for services rendered to or for the benefit of the Chapter in meeting its purpose. All such payments shall be made in accordance with the Bylaws.

Section 3: Organizational Identity.

The Chapter is a distinct, separate entity from ACHE. The Chapter is therefore responsible for maintaining the chapter's financial records, filing appropriate notices and forms with state and federal authorities, and maintaining necessary insurance coverage for the Chapter except where specific arrangements have been made for ACHE to serve as the Chapter's registered agent. ACHE shall not be liable for the debts and obligations of the Chapter. The Chapter shall not be liable for the debts and obligations of ACHE.

ARTICLE III – MEMBERSHIP

Section 1: Eligibility.

Section 1.1: Full membership in the Chapter shall be available to all individuals who are affiliates of the American College of Healthcare Executives and reside in the chapter's assigned geographic territory or choosing to be members of the chapter if residing outside of the geographic territory.

Section 1.2: Student membership in the Chapter shall be available to all students who are in a bachelor's or master's health care administration program and have an interest in or commitment to the profession of health care management and agree to abide by the ACHE Code of Ethics and Bylaws.

Section 2: Types of Membership.

Membership in this Chapter shall be consistent with the ACHE membership categories in effect from time to time.

Section 3: Termination, Suspension or Expulsion.

The Chapter Board of Directors may suspend or expel any member for cause after giving such member the opportunity to have a hearing. Membership may be terminated by action of the Chapter Board of Directors as a result of violation of the ACHE Code of Ethics, nonconformity with the Chapter Bylaws, or conduct unbecoming a member, as determined by the Chapter Board of Directors. The Chapter Board of Directors may reinstate any member suspended or expelled.

Section 4: Assignment of Membership and Resignation of Membership

Membership in the Chapter shall become effective when ACHE assigns the affiliate to the Chapter based on ACHE's procedures. It will be reflected in the chapter's membership roster. A member may resign at any time, by providing written notice to ACHE, which will be reflected on the chapter's membership roster.

ARTICLE IV – MEETINGS OF MEMBERS**Section 1: Meetings of Members.**

The meetings of the Chapter membership shall be conducted in accord with Robert's Rules of Order Newly Revised (latest edition), when the latter are not in conflict with these bylaws or the Articles of Incorporation of the Chapter.

Section 2: Business Meetings.

The Chapter shall conduct an annual business meeting and such other meetings of members as determined by the Chapter Board.

Section 3: Notice of Meetings.

Written notice stating the place, day and hour of the meeting shall be delivered to each member of record entitled to vote at such meeting, not less than 5 nor more than 60 days before the date of the meeting, by or at the direction of the president, or the secretary/treasurer.

Section 4: Eligibility to Vote.

All members shall have the right to vote. Members may not vote by proxy. The Chapter may utilize any method of voting permitted by law.

Section 5: Quorum.

A quorum shall consist of a majority of the Chapter Board and a minimum of five other active members.

Section 6: Special Business Meetings.

The Chapter Board may call special business meetings. Special business meetings shall be limited to consideration of subjects listed in the official call for such meetings unless otherwise ordered by unanimous consent of the eligible voting members present and voting.

ARTICLE V – CHAPTER BOARD OF DIRECTORS

Section 1: Administration.

The administration of this Chapter shall be managed by elected officers and directors that will be called the Chapter Board. The Chapter Board shall have authority and responsibilities for supervising the general operation of the Chapter Board in meeting its mission as stated in Article II.

Section 2: Eligibility of Directors.

Directors must be full members in good standing of the Chapter. Ex-officio members of the Board will include the ACHE Regent, two Student Chapter Presidents appointed by the Chapter President, and the President of the Connecticut Hospital Association.

Section 3: Eligibility of Officers.

Officers must be full members in good standing of the Chapter who have completed at least one-year term as a Director and be an ACHE Fellow.

Section 4: Board Composition.

Section 4.1: The Chapter Board shall consist of at least three (3) elected Officers the ex-officio Directors and two (2) elected Directors, all of whom shall be ACHE members.

Section 5: Chapter Board Meetings.

Regular meetings of the Chapter Board shall be held at least two (2) times during a year at such time, place, and mode of meetings as the President may determine. The President or any 3 other Board members may also call special meetings of the Board.

Section 6: Notice.

Notice of any regular or special meeting of the Board of Directors shall be given to each Director 10 days prior to the meeting, if notice is delivered by U.S. mail, or 5 days prior to the meeting if notice is delivered by facsimile or electronic mail. Any director may waive notice of any meeting.

Section 7: Quorum.

One-half of the voting members of the Chapter Board shall constitute a quorum for any vote. In matters of conflict of interest in which an Officer or Director is the subject, the Officer or Director shall not be allowed to vote.

Section 8: Action of the Chapter Board.

Except as otherwise provided by law, the Articles of Incorporation, or these Bylaws, the act of a majority of those Directors present in person at a meeting, teleconference call or by other electronic means at which a quorum is present, shall be the action of the Chapter Board. The Chapter Board may not vote by proxy. In the event of a tie vote, the Chapter Board President shall break the tie.

Section 9: Term of Office.

The term of elected Directors shall commence on July 1st and shall continue for a period of three years, or until replaced by a subsequent election. The terms of elected Directors shall be staggered such that no more than one half of the Directors shall commence their terms on the same date. The term of office for elected Officers shall commence on July 1st and shall continue for a period of one year, or until replaced by a subsequent election. Elected Directors and Officers may only serve three (3) consecutive terms. In the event of a vacancy, the Chapter Board shall appoint an eligible member to fulfill the remainder of the term.

Section 10: Attendance Policy.

In accordance to the Chapter Leadership Manual, Chapter Directors missing more than two (2) Board meetings or who do not show active participation can be approached for self reflection on commitment to the Board or removed by the President after a mutual conversation.

Section 11: Chapter Officers.

The Chapter shall have four Chapter Officers and one ex-officio Officer (Regent), as follows: Chapter Chairperson (ex-officio). The elected ACHE Regent for Connecticut shall be the Chapter Chairperson who will serve as the liaison with ACHE elected leadership.

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

Chapter Vice President. The Chapter Vice President shall substitute for the Chapter President in his or her absence.

Chapter Treasurer. The Treasurer shall be responsible for the maintenance of all corporate financial records, documents and the preparation of periodic financial statements, including developing and monitoring the budget, reviewing and approving expenses and administering all financial expense policies.

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

ARTICLE VI - ELECTIONS

Section 1: Elections for Officers and Directors of the Chapter Board.

Chapter Directors required to fill any vacancies shall be elected annually. Elected Chapter Officers and Directors shall be elected by secret ballot at a meeting of chapter members except when there is only one candidate for an office, in which case the Chapter Board President shall call for election of the candidate, by acclamation. When there are two or more candidates for an office, a majority vote of members shall constitute an election.

ARTICLE VII – COMMITTEES

Section 1: Standing Committees.

There shall be five standing committees, the Governance Committee and the Audit and Compliance Committee. Each Committee must operate within its annually authorized budget.

- 1.1 Governance Committee. The nominating committee shall consist of the two current Chapter Officers, the Regent, and one member appointed by the Chapter Board. The nominating committee shall present a slate of Officers and Directors to the members of the chapter no later than 60 days prior to the meeting at which elections will be held. Any eligible chapter member may place his or her name in nomination as an officer or director by submitting a petition with the signatures of no less than five (5) percent of the chapter membership requesting such nomination. The final slate shall be presented to chapter members by notice of a meeting of the membership no later than 60 days prior to the meeting.*
- 1.2 Audit and Compliance Committee. The audit and compliance committee shall consist of at least two chapter members appointed by the Chapter Board. The audit committee shall arrange and supervise an annual audit of the*

Chapter in accordance with generally accepted accounting principles and practices.

- 1.3 Programs Committee. The programming committee shall consist of at least three (3) chapter members or assistant members approved by the Chapter Board. The programming committee will gain the input of the membership on programming needs and hold at least 4 programs per year with one being solely focused on an ACHE update and college advancement. The education committee will work with the Women's Forum Committee (see 1.7 below) to assure programming is developed for all members.*
- 1.4 Membership Committee. The membership committee shall consist of at least two (2) members appointed by the Chapter Board. The membership committee shall focus on recruitment and retention of members in the organization and monitor the advancement of members in the college.*
- 1.5 Diversity and Inclusion Committee. The D&I committee shall consist of at least two (2) members appointed by the Chapter Board. The Diversity and Inclusion Committee is for those who have a genuine interest in getting people of diverse backgrounds together and who want to improve the inclusive nature of CTAHE with the goal of increasing diversity.*
- 1.6 Sponsorship Committee. The sponsorship committee shall consist of at least two (2) members appointed by the Chapter Board. The sponsorship committee shall seek sponsors to support the educational and other mission driven initiatives of the Chapter. The sponsorship committee will manage all sponsor activities or interests, as identified in the sponsorship agreements, during each year.*
- 1.7 Women's Forum Committee. The Women's Forum shall consist of at least two (2) members appointed by the Chapter Board. The committee shall sponsor seminars and programs directed to targeted groups within the general membership of the Chapter. Women's Forum will work closely with the programs committee (see 1.3 above) to provide programming opportunities for members.*
- 1.8 Education Network Committee. The EN Committee shall consist of at least two (2) members appointed by the Chapter Board. The goal of Higher Education Committee is to forge partnerships with schools in the region, training students in healthcare management.*

Section 2: Other Committees.

The Chapter President may, with the concurrence of the Chapter Board of Directors, establish, specify duties, and appoint chapter members to other committees as may deemed necessary or advisable for effective administration of the Chapter. Members may serve one year on such committees and may be re-appointed.

ARTICLE VIII – CONFLICT OF INTEREST

Section 1: General.

The Chapter Board and its Officers shall administer Chapter affairs honestly and economically and exercise their best care, skill, and judgment for the benefit of the Chapter and ACHE. The Chapter Officers shall exercise the utmost good faith in all transactions

relating to their duties for the Chapter. In their dealings with and on behalf of the Chapter, they are held to a strict rule of honest and fair dealings with the Chapter. They shall not use their position, or knowledge gained there from, so that a conflict might arise between the Chapter interest and that of the individual.

Section 2: Disclosure of Conflict of Interest.

Each nominee for a Chapter Board or committee position shall make written disclosure of any interest that might result in a conflict of interest upon nomination to office, before appointment to fill a vacancy in office, and annually thereafter. Such a written disclosure shall be made on such form or forms as may be adopted by the Chapter Board for that purpose.

ARTICLE IX – AMENDMENTS

Section 1: Amendments.

The Bylaws may be altered or amended by majority vote of the Chapter Board.

Section 2: Review of Chapter Bylaws.

Prior to enactment or modification, Chapter Bylaws will be reviewed and approved by ACHE in accordance with existing policies and procedures. ACHE and the Chapter shall maintain a record of all revisions to the Bylaws, including effective dates.

ARTICLE X – DISSOLUTION

Section 1: Dissolution of the Chapter.

The Chapter may be dissolved at any general meeting of the membership by a three-fourths-majority vote of voting members present, providing such notice of intent shall have been communicated and provided each voting member at least 30 days prior to the meeting where such dissolution vote is taken.

Section 2: Chapter Assets.

In the event of the dissolution of the Chapter, all assets remaining after the settlement of any chapter debts and obligations shall be distributed in accordance with the United States Internal Revenue Service Code governing dissolution of Non-Profit, Tax exempt or For-Profit corporations.

ARTICLE XI – MISCELLANEOUS PROVISIONS

Section 1: Execution of Contracts.

The Chapter Board may authorize any Officer or Officers and any agent or agents to enter into any contract or execute any instrument in the name of, and on behalf of, the Chapter, and such authority may be general or limited to specific instances. No Officer, agent, or employee shall have any power or authority to bind or obligate the Chapter by any commitment, contract, or engagement, or to pledge its credits to render it liable for any purpose or in any amount unless duly authorized by the Chapter Board.

Section 2: Fiscal Year.

The fiscal year of the Chapter shall commence on January 1st of each calendar year.

Section 3: Effect of Bylaws.

These Bylaws are in all respects subordinate to, and shall be controlled by, applicable provisions of the corporate laws (profit or non-profit) of the State, other applicable laws, and the Articles of Incorporation of the Chapter. Except as these Bylaws may be inconsistent with such laws and Articles, they shall regulate the conduct of the business and affairs of the Chapter with respect to all matters to which they relate.

Kimberly Lumia, MSN, MBA, RN, FACHE
President
Connecticut Association of Healthcare Executives

Date: November 21, 2018

ARTICLE X1 – BOARD SELF ASSESSMENT

Board Self-Evaluation

Questionnaire

A Tool for Improving Governance Practice
For Voluntary and Community Organizations

(optional)

Name_

For period from _____ to _____



Board Self-Evaluation

Questionnaire

Questions should be answered by all board members. When completed individually the results of Sections A, B, C, E, F, and G should be compiled, shared and discussed by the whole board to determine an average group answer to each question and an overall section rating. Section D should be answered by board members alone but not shared with the group. Sections A, B, C, E, F, and G should also be completed by the **President**. This version also includes Section E, which provides feedback to the Chairs of the Committees..

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

A. How Well Has the Board Done Its Job?

- | | | | | | |
|---|---|---|---|---|---|
| 1. All board members share a common understanding of the mission that has been stress tested through discussion. | 1 | 2 | 3 | 4 | 5 |
| 2. All board members share common understanding of where ACHE and the chapter wants to be in 5-10 years; vision is well documented with concrete goals. | 1 | 2 | 3 | 4 | 5 |
| 3. All major policy/strategy discussions include explicit consideration of fit with mission and vision. | 1 | 2 | 3 | 4 | 5 |
| 4. Formalized process (e.g.: board retreats) to foster active board member participation in examining mission-related issues. | 1 | 2 | 3 | 4 | 5 |
| 5. Our organization has an annual strategic plan or a set of clear goals and priorities. | 1 | 2 | 3 | 4 | 5 |
| 6. The board's meeting agenda clearly reflects our strategic plan or priorities. | 1 | 2 | 3 | 4 | 5 |

- | | | | | | |
|---|---|---|---|---|---|
| 7. The board gives direction on how to achieve the goals primarily by setting or referring to policies. | 1 | 2 | 3 | 4 | 5 |
| 8. The board ensures that the organization's accomplishments and challenges are communicated to members and stakeholders. | 1 | 2 | 3 | 4 | 5 |
| 9. The board has ensured that members and stakeholders have received reports on how our organization has performed. | 1 | 2 | 3 | 4 | 5 |
| 10. Board has conducted itself in a fiscally prudent manner. | 1 | 2 | 3 | 4 | 5 |

My overall rating (add together the total of the numbers circled):

R Excellent (40+)	R Very Good (20-39)	R Good (15-19)
R Satisfactory (12-18)	R Poor (<12)	

B. How Well Has the Board Conducted Itself?

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

- | | | | | | | |
|-----|--|---|---|---|---|---|
| 1. | Board members are aware of what is expected of them. | 1 | 2 | 3 | 4 | 5 |
| 2. | The agenda of board meetings is well planned so that we are able to get through all necessary board business. | 1 | 2 | 3 | 4 | 5 |
| 3. | It seems like most board members come to meetings prepared. | 1 | 2 | 3 | 4 | 5 |
| 4. | We receive written reports to the board in advance of our meetings. | 1 | 2 | 3 | 4 | 5 |
| 5. | All board members participate in important board discussions, chapter events and meetings. | 1 | 2 | 3 | 4 | 5 |
| 6. | We do a good job encouraging and dealing with different points of view. | 1 | 2 | 3 | 4 | 5 |
| 7. | We all support the decisions we make. | 1 | 2 | 3 | 4 | 5 |
| 8. | Board monitors financial statements regularly; key performance indicators routinely reported to whole board; well-prepared staff can explain variances and discuss potential corrective actions; "no surprises" because of trust-based communication with staff. | 1 | 2 | 3 | 4 | 5 |
| 9. | Board ensured timely, independent audit of results and internal processes; board understands compliance required to regulatory bodies; feedback from auditors, forms basis of recovery plan monitored by board. | 1 | 2 | 3 | 4 | 5 |
| 10. | The board has taken responsibility for recruiting new board members. | 1 | 2 | 3 | 4 | 5 |
| 11. | The board has planned and led the orientation process for new board members. | 1 | 2 | 3 | 4 | 5 |

==5

- | | | | | | |
|-----|--|---|---|---|---|
| | | | 3 | | |
| 12. | The board has a plan for director education and further board development. | 1 | 2 | 4 | 5 |
| 13. | Our board meetings are always interesting. | 1 | 2 | 3 | 4 |
| 14. | Our board meetings are frequently fun. | 1 | 2 | 3 | 4 |

My overall rating:

U Excellent (60+)	U Very Good (40-59)	U Good (30-39)
U Satisfactory (20-29)	U Poor (<20)	

C. Board's Relationship with President

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

- | | | | | | |
|--|---|---|---|---|---|
| 1. There is a clear understanding of where the board's role ends and the President's begins. | 1 | 2 | 3 | 4 | 5 |
| 2. There is good two-way communication between the board and the President. | 1 | 2 | 3 | 4 | 5 |
| 3. The board trusts the judgment of the President. | 1 | 2 | 3 | 4 | |
| 4. The Board provides direction to the President by setting new policies or clarifying existing ones. | 1 | 2 | 3 | 4 | 5 |
| 5. The board has discussed as communicated the kinds of information and level of detail it requires from the President on what is happening in the organization. | 1 | 2 | 3 | 4 | 5 |
| 6. The board provides feedback and shows its appreciation to the President on a regular basis. | 1 | 2 | 3 | 4 | 5 |
| 7. The board ensures that the President is able to take advantage of professional development opportunities offered by ACHE. | 1 | 2 | 3 | 4 | 5 |

My overall rating:

R Excellent (30+)

R Satisfactory (15-19)

R Very Good (25-29)

R Poor (<15)

R Good (20-24)

D. Performance of Individual Board Members (Not to be shared)

Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. I am aware of what is expected of me as a board member.	1	2	3	4	5
2. I have a good record of meeting attendance.	1	2	3	4	5
3. I read the minutes, reports and other materials in advance of our board meetings.	1	2	3	4	5
4. I am familiar with what is in the organization's by-laws and governing policies	1	2	3	4	5
5. I frequently encourage other board members to express their opinions at board meetings.	1	2	3	4	5
6. I am encouraged by other board members to express my opinions at board meetings.	1	2	3	4	5
7. I am a good listener at board meetings.	1	2	3	4	5
8. I follow through on things I have said I would do.	1	2	3	4	5
9. I maintain the confidentiality of all board decisions.	1	2	3	4	5
10. When I have a different opinion than the majority, I raise it.	1	2	3	4	5
11. I support board decisions once they are made even if I do not agree with them.	1	2	3	4	5
12. I promote the work of our organization in the community whenever I had a chance to do so.	1	2	3	4	5
13. I stay informed about issues relevant to our mission and bring information to the attention of the board.	1	2	3	4	5

My overall rating:

R Excellent (55+) R Very Good (45-54) R Good (32-44)
R Satisfactory (20-31) R Poor (<19)

E. Feedback to the Chair of the Committee (Optional)

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

- | | | | | | |
|---|---|---|---|---|---|
| 1. The Chair is well prepared for board meetings. | 1 | 2 | 3 | 4 | 5 |
| 2. The Chair helps the board to stick to the agenda. | 1 | 2 | 3 | 4 | 5 |
| 3. The Chair ensures that every member has an opportunity to be heard. | 1 | 2 | 3 | 4 | 5 |
| 4. The Chair is skilled at managing different points of view. | 1 | 2 | 3 | 4 | 5 |
| 5. The Chair demonstrates good listening skills. | 1 | 2 | 3 | 4 | 5 |
| 6. The Chair is effective in delegating responsibility amongst members. | 1 | 2 | 3 | 4 | 5 |

My overall rating:

R Excellent (25+) R Very Good (20-24)

R Good (15-19)

R Satisfactory (10-15)

R Poor (<10)

F. Performance of Board on its Core Responsibilities “Strategic Planning”

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

- | | | | | | |
|--|---|---|---|---|---|
| 1. Formal process for board involvement that specifies broad framework (timing and content) for strategic planning; joint board and staff ownership of strategic plan with some board members heavily involved; active discussion by the entire board supported by needed facts/materials before final approval. | 1 | 2 | 3 | 4 | 5 |
| 2. Plan covers all key strategic elements; agreed upon program outcomes are tightly linked to mission and vision and results inform subsequent decisions; clear plan for closing resource gaps if any. | 1 | 2 | 3 | 4 | 5 |
| 3. Board and staff have a shared understanding of relative roles (written or explicitly discussed); all parties feel their views are heard in the process; Frequent interaction between President and Chairs to ensure “no surprises” environment. | 1 | 2 | 3 | 4 | 5 |
| 4. Board has explicit view on succession and actively works with the President to identify internal candidates and provide development opportunities for the top 3-5 candidates to “round out” their skills. | 1 | 2 | 3 | 4 | 5 |

My overall rating:

R Excellent (15+) R Very Good (10-14)
R Satisfactory (<5)

R Good (5-9)

G. How Important is it for you Board to focus on:

*Circle the response that **best** reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).*

1. Clarifying the organization's mission or vision.	1	2	3	4	5
2. Resolving key strategic or policy issues (please identify issues below).	1	2	3	4	5
3. Developing for financial resources needed to support the strategy.	1	2	3	4	5
4. Providing expertise or access to support organizational priorities (please identify priorities below).	1	2	3	4	5
5. Building/enhancing reputation of organization with key stakeholders/community (please identify stakeholders/community targets below).	1	2	3	4	5
6. Overseeing financial performance and ensuring adequate risk management.	1	2	3	4	5
7. Assessing performance against ACHE and key program priorities.	1	2	3	4	5
.					
.					
.					
.					
.					
8. Improving board performance.	1	2	3	4	5

My overall rating:

R Excellent (30+) R Very Good (25-29) R Good (20-24)
R Satisfactory (15-19) R Poor (<15)

The Connecticut Association of

Healthcare Executives

CTAHE Policies & Procedures

Financial Reporting and General Accounting

Board Approved: 1/19/2016

General Policies and Procedures

All Connecticut Association of Healthcare Executives (CTAHE) records should be established and maintained in accordance with generally accepted accounting principles and in a manner that facilitates accurate and reliable financial and statistical reporting.

The chapter is a distinct, separate entity from ACHE. The chapter is therefore responsible for maintaining the chapter's financial records, filing appropriate notices and forms with state and federal authorities, and maintaining necessary insurance coverage for the chapter. ACHE shall not be liable for the debts and obligations of the chapter. The chapter shall not be liable for the debts and obligations of ACHE.

CTAHE shall file its financial reports in a consistent manner. CTAHE uses a cash basis accounting method. All financial transactions are documented in the chapter's financial reports.

CTAHE is required to adopt a December 31 fiscal year-end.

Document Retention Policy

All documents produced as a result of conducting the affairs of CTAHE shall be properly stored and safeguarded in order that a complete and accurate record of business transactions is readily available at all times. Recognizing that no valid reason exists to retain all documents for an indefinite period of time, certain documents may be disposed of when their retention will not serve a useful purpose. Therefore, documents may be disposed of in accordance with the record retention schedule below.

General records should be retained as follows:

- Chapter charter documents, bylaws, chapter board of director minutes, auditors reports, annual reports, general ledger, and other historical documents shall be retained permanently.
- All official financial records of the chapter (financial statements, IRS submissions, canceled checks, etc.) shall be retained for seven years.
- Continuing education records shall be retained for seven years.
- Chapter correspondence (program brochures, technical papers, etc.) should be retained for seven years.

All financial records should remain with the current treasurer and be passed on to each succeeding treasurer or be filed with the other official chapter records as provided in the chapter bylaws.

Ethical Business Practice

CTAHE prides itself on its adherence to federal, state, and local laws and/or regulations, including business ethics policies. CTAHE has adopted ACH E's Code of Ethics, which requires each member of CTAHE to promote the highest standards of professional conduct by practicing honesty and maintaining personal integrity. Pursuant to this policy, as applicable to CTAHE itself, any contracted employer or employee who becomes aware of any violation of federal, state, or local law or regulation, including any financial wrongdoing, should immediately report the violation to the chapter president to allow the organization to investigate and, if applicable, correct the situation or condition.

If the chapter president is involved or is believed to be involved in the matter being reported, employees or members may, in the alternative, make a report to the Chair (Regent) of CTAHE. CTAHE will conduct an investigation and take appropriate action within a reasonable period of time. Such complaints will be held in confidence to the extent the needs of the investigation permit. There will be no retaliation taken against the member or contracted employer or employee.

Financial Records Policy

The Chapter Treasurer should, at a minimum, maintain the following accounting records:

- Chapter checkbook
- Cash receipts and disbursements book
- Monthly bank statements and related reconciliations
- Invoices, check requests, and other appropriate documentation supporting all expenditures
- Supporting documents for each completed program activity of the chapter, submitted by the program coordinator to the treasurer within thirty (30) days after the completion of a program or meeting

The treasurer is responsible for preparing a list of unpaid bills and uncollected amounts owed to the chapter at the end of the fiscal year. This list should be provided to the incoming treasurer and included in the annual financial report.

An audit should be performed at least annually by the chapter's Audit Committee (see Audit Policy). The report of the Audit Committee, on a cash basis, shall be presented to the board of directors at the beginning of the year with any subsequent amendments.

Audit Policy

Receipts, disbursements, and cash balances should be audited by a Certified Public Accountant or an appropriate credential professional within 45 days of each fiscal year-end.

A review of the financial statements and current financial status by the chapter's designee shall be given to the chapter's Board during the fiscal year.

All audits and financial statements should be made available to chapter members upon their request.

Financial Statements Policy

Financial reports should be filed with the chapter board on a regular basis. The Treasurer is responsible for filing these and effectively communicating them to the appropriate individuals. It is also important that any additional information regarding budget variances be reported along with accompanying explanations. Reports to be filed include:

- Statement of revenues and expenses
- Statement of cash flow

ACHE Provision and Access to Financial Statements and Records

The chapter agreement With ACHE requires that the chapter provide annual financial statements by the end of March each year. As CTAHE participates in the Group Exemption maintained for chapters of ACHE, the chapter is required to adopt a December 31 fiscal year-end.

The Chapter Agreement with ACHE allows ACH E's auditors access to CTAHE's records for review within 15 days of request.

Banking and Check Signing Policy

All checking and Investment accounts shall be maintained with a financial Institution covered by FDIC Insurance. All checks \$500 and over, and any removal of funds will require at least two authorized signatures. Authorized signatures include the Treasurer, contracted Business Manager and the President of the Chapter.

Operating Budget

Each fiscal year, the treasurer should prepare and submit an annual operating budget for the chapter. It should be submitted to the Board of Directors for approval.

A budget meeting should be scheduled three months prior to the fiscal year-end. Attendees will be designated by the president-elect, but generally will consist of the president, vice president, treasurer, secretary, appropriate committee chairs, board of directors, and others as necessary.

The line item budget shall include detailed schedules outlining specific sources of revenue and enumerating specific budgeted expenditures within each expense category and by program.

The program event schedule should be taken into consideration when determining the budget. Individuals who plan the programs should be involved in establishing budget targets.

All revenues must equal or exceed annual expenses for the budget year. The chapter should operate on a positive cash flow basis. A minimum cash balance should be maintained.

The proposed annual budget shall include the following: a) revenue budget; b) program and operating expenses and c) statement of revenues and expenses.

All revenue and expenditures are to be managed through the operating budget. Approval on modification of the budget may be accomplished by a simple majority approval of the Board at a regularly scheduled or special meeting at which a quorum is present.

Emergency non-budget expenditures may be verbally approved by the president, treasurer and a majority of the directors.

The chapter accounts for revenues and disbursements on a cash basis.

Investment of Excess Funds

All investment opportunities and changes should be presented to the Board on an as-needed basis but no less than once a year. Focus should be on a measurable return with minimized risk so as to protect the initial investment.

All investment opportunities are to be researched by the Investment Committee or Treasurer and all transactions reported to the Board at each meeting.

Expense Reimbursement Policy

The Board will approve all travel and expenses on a case by case basis before travel is taken. Any approved meeting expenses should be anticipated and included in the annual budget.

The chapter member shall submit a written request for reimbursement to the treasurer. Said request shall include in detail the reason for the expense and supporting documents when appropriate including but not limited to a description of the meeting date, meeting, date and all original paid receipts. The chapter will not pay for personal expenses such as haircuts, laundry, souvenirs, etc. The chapter will not pay for non-meeting expenses such as entertainment, upgraded lodging and alcoholic beverages.

Automobile mileage for non-member speakers will be reimbursed at the current IRS allowed rate.

All non-travel, non-budgeted expenses must be approved by the Board before such expenses are incurred.

Reimbursement requires a 30 day turnaround.

Registration Fees & Refunds

CTAHE may charge program attendees for programs, events and products they offer. A charge structure should be put into place for programs so that there is a clear path to setting an all charges for Member, non-Member, Student fees, Guest fees, "pay In advance", etc. A credit card use upcharge may be implemented. All registrations will be paid by cash, check, or credit card via online registration, by mail or at the door of the event.

The Chapter Agreement with ACH E requires the following:

The chapter must charge individuals who are not chapter members or ACHE affiliates a fee to attend chapter education or networking events that is at least 15% greater than the fee charged to chapter members and the chapter must similarly restrict access to the other benefits of chapter membership to chapter members.

Meeting registration refunds will not be dispersed without a written request no less than 10 days prior to the meeting date. If a refund will not be honored for event or product, it must be stated as such where appropriate.

Honoraria Policy

Honoraria must be approved by the Board and in the annual budget.

Speakers who receive honoraria must provide their social security numbers or FEIN numbers for companies. Honoraria given to Individuals must be reported as income on form 1099- MISC and submitted to the IRS.

Conflict of Interest Policy

The purpose of the conflict of Interest policy is to protect the interests of this tax-exempt organization, when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of CTAHE or ACHE or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Definitions

Interested Person: Any director, principal officer, or member of a committee with governing board- delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

Financial Interest: A person has a financial interest if the person has, directly or indirectly, through business, investment, or family.

- An ownership or investment interest in any entity with which CTAHE or ACHE as a transaction or arrangement,
- A compensation arrangement with any entity or individual with which CTAHE or ACHE has a transaction arrangement, or
- A proposal ownership or investment interest in, or compensation arrangement with, any entity or individual with which CTAHE or ACHE is negotiating a transaction or arrangement.
- Compensation includes direct or indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the appropriate governing board of committee decides that a conflict of interest exists.

Procedures

- In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
- The remaining board or committee members shall decide if a conflict of interest exists.
- An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

Policy for Taxes

Tax Exempt Status

CTAHE is exempt from federal income tax under Section 501(c) 6 of the Internal Revenue Code. ACHE has filed a group tax exemption for participation chapters so the local chapter need not apply to the IRS for tax exempt status, unless it so desires.

Federal Employer Identification Number (FEIN)

CTAHE should establish its own tax ID number which should be used when establishing accounts. Complete and file IRS form SS-4 to obtain an FEIN.

State Sales Tax

Chapters are typically required to pay state sales tax. Chapters should note that the Section 501(c) status is an exemption from federal and state income taxation. This status does not automatically exempt the chapters from state sales and use taxes.

1099 Reporting

Chapters are required to file Internal Revenue Service (IRS) form 1099-MISC for each person and non-corporate entity to which they have paid at least \$600 in honoraria, rents, services, prizes, awards, or other income payments.

FORM 990

A chapter that exceeds gross annual income of \$50,000 must file a Form 990. Chapters with gross revenues under \$200,000 and total assets under \$500,000 can file the Form 990-EZ, a simplified form. The forms are due the 15th day of the fifth month after the chapter's fiscal year ends (May 15 for chapters whose fiscal year ends December 31).

Sponsorship Revenue and Exhibitor Fees

Sponsorship revenue is not taxable provided that recognition of the sponsor is limited to acknowledgement of the gift. Any sponsorship revenue acknowledgement that offers more than recognition of the sponsorship may be classified as advertising revenue by the IRS. This revenue should be reported as unrelated business income for tax purposes and therefore reported as advertising revenue.

Exhibitor fees are considered to be part of the chapter's education programming and, as such, are not subject to unrelated business income tax.

Chapter Federal Return

Chapters are responsible for filing any federal, state, and local tax returns including Form 990, Form 990-N and Form 990-T, as appropriate.

Scholarship Policy

Member Scholarships

Monies will be set aside in the annual budget for members to apply for scholarships to attend a local Face to Face program for the purpose of obtaining credits for advancement in ACHE. One scholarship may be awarded per year per member.

Proper request forms must be completed by the member. Amount disbursed from scholarship fund may vary from year to year.

Student Scholarships through the Higher Education Network

Monies will be set aside to subsidize students, of the Connecticut Higher Education Network member institutions, for membership in ACHE and to assist in registration fees to Congress. Students must register with ACH E and show proof of payment to the Regent for reimbursement of the fee. Amount of subsidization may vary by year.

In addition, monies will be set aside to subsidize students, of the Connecticut Higher Education Network member institutions, for registration to Congress. Students must show proof that they first applied to assist at Congress. Amount of subsidization may vary by year.

The Connecticut women offer scholarship up to \$1,000 annually.

Events Policy

Any program or event for which funds are dispersed or for which funds (such as registration fees) are collected must be coordinated with the Treasurer. A program budget form should be submitted to the President and Treasurer.

Items that would be affected include:

- In planning a meeting or event, the Treasurer will disperse funds for advanced payments
- Registration for events should take place through the Chapter's online registration site

Any onsite collection of registrations must be recorded and submitted to the Treasurer with the registrant's name and contact information, amount paid, method of payment, etc. Checks and cash shall be submitted to the Treasurer. A receipt must be given to the registrant.

Use of Chapter Credit Card Policy

The chapter credit card cannot be used for cash advances, personal or non-business-related purchases or, without prior approval, the purchase of alcohol. Card numbers should not be distributed beyond the cardholder's designee and should not be saved in online accounts to which others have access. The cardholder is responsible for ensuring the credit card purchases are within budget and properly approved. Receipts need to be turned in to the chapter Treasurer no later than one week of the closing date of the statement. Any receipts for meals or entertainment must clearly indicate the names of all persons attending the meal and the business purpose of the meeting.

Restricted Funds Policy

Restricted funds are funds which are designated by the donor for specific purposes generally not part of the Operating Budget or undesignated funds that are not classified as operating or endowment funds. All restricted funds shall be invested in interest bearing accounts whenever feasible. Use of restricted funds for specific purposes under \$2,500 should be approved by the chapter officers. Any expenditure over \$2,500 must be approved by the chapter's governing board.

Insurance Coverage Policy

CTAHE purchases Directors and Officers Liability Insurance annually from ACHE.