



# **Midwest Chapter of the American College of Healthcare Executives (MCACHE)**

## **Leadership Manual**

**2020**

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## **1) FORWARD**

The Leadership Development Manual has been constructed 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.

## **2) MISSION**

The mission of MCACHE, 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. In addition, MCACHE shall provide a local forum for the open exchange of information and viewpoints, which enhance the decision-making expertise and professional growth of its members.

## **3) PURPOSE**

The purpose of MCACHE 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 southeast Michigan and northwest Ohio through group discussions 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.

## 4) CHAPTER HISTORY

The Midwest Chapter of the American College of Healthcare Executives (MCACHE) is a professional organization first established in 1984 as the Southeastern Michigan Health Executive Forum (SEMHEF). In January 2002, SEMHEF was revitalized and transformed into Michigan Healthcare Executives Group and Associates (MHEGA), a local Chapter of the American College of Healthcare Executives (ACHE). In 2008, MHEGA welcomed healthcare executives from ACHE's northwest Ohio Chapter and changed its name to Midwest Healthcare Executives Group and Associates to reflect the merger. In 2014, MHEGA changed its name to the Midwest Chapter of the American College of Healthcare Executives.

Today, MCACHE is nearly 1,000 members strong and provides a local forum for the exchange of information and viewpoints to enhance professional development and facilitate networking opportunities. MCACHE is an authorized affiliate of the ACHE.

## 5) BOARD OF DIRECTORS' VALUES

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

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

- **Integrity** – We advocate and emulate high ethical concerns in 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.

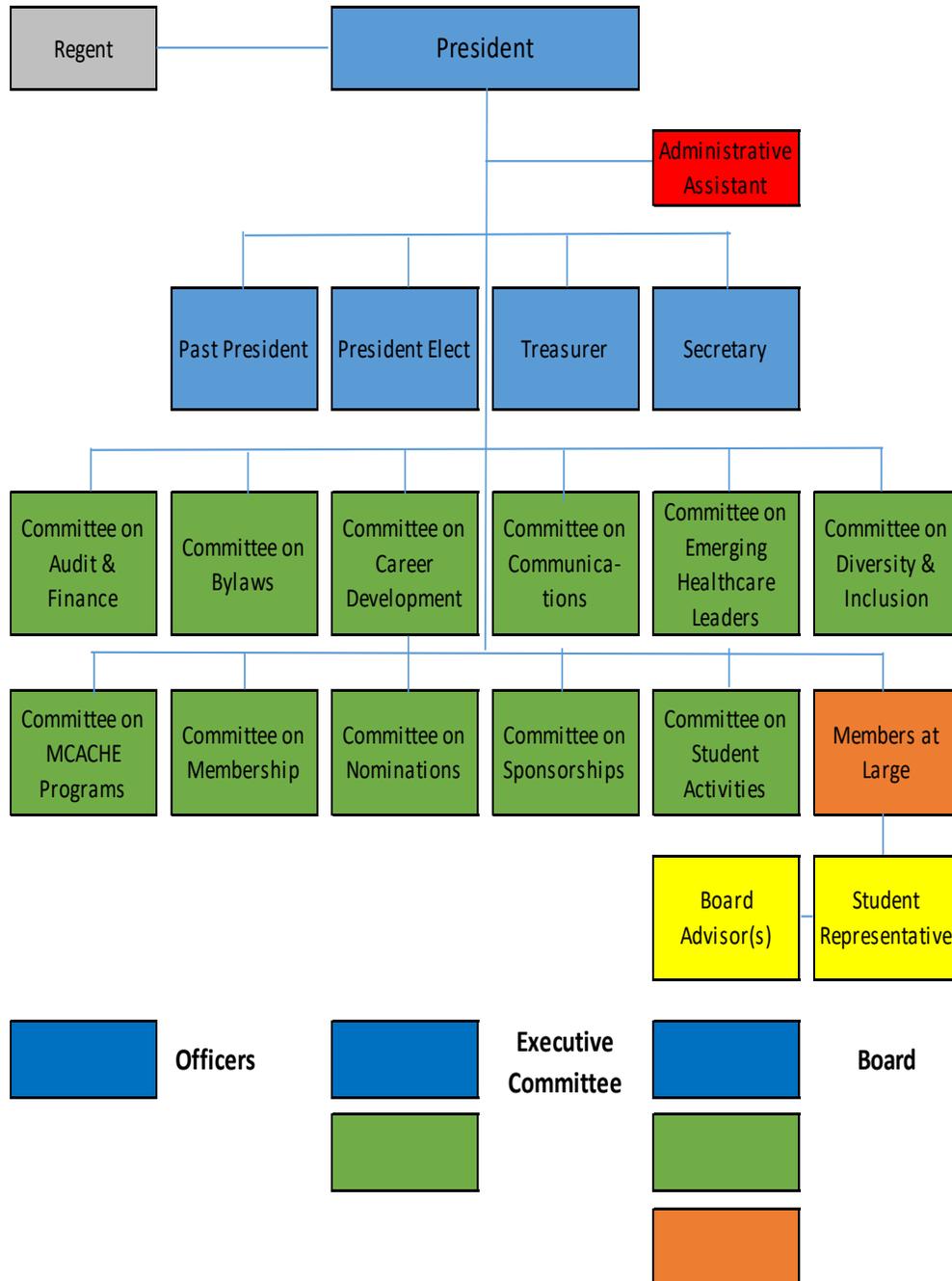
## 6) BOARD OF DIRECTORS' EXPECTATIONS

Each MCACHE Board member is expected to:

- 1) Complete the On-Boarding process identified in this manual.
- 2) Promote the benefits of MCACHE membership to colleagues within her/his organization, and throughout the local healthcare leadership community.
- 3) Fully perform the responsibilities/duties of her/his position on the Board to accomplish the missions of the MCACHE.
- 4) In the event circumstances arise where a member of the Board can't perform her/his duties to meet her/his requirements in a timely, effective manner, she/he must promptly notify the MCACHE President of the situation/problem and/or request assistance to accomplish the required task(s).
- 5) Attend 75% (3 out of 4) of quarterly Board Meetings in person or telephonically.
- 6) Be prepared to provide Board reports when requested by the President, to keep the Board apprised of Committee updates/progress.
- 7) Provide timely written articles for inclusion in the MCACHE newsletter.
- 8) Provide nominations for new Board members to the Past-President when requested.
- 9) Participate in the annual Strategic Planning process.
- 10) Attend and fully participate in the Board Year-End Process, including any transition meetings required to ensure proper transfer of responsibilities.
- 11) Review and update her/his respective section(s) of the Leadership Manual at least once annually.
- 12) Promote diversity and inclusion within MCACHE.
- 13) Read the MCACHE Conflict of Interest disclosure and return a signed copy of the questionnaire to the President.
- 14) Return a signed copy of the Board of Directors Affirmation of Service statement.

# 7) MCACHE LEADERSHIP STRUCTURE

## Midwest Chapter of the American College of Healthcare Executives Leadership Structure



## 8) BOARD OF DIRECTORS' STANDING COMMITTEES

<b>RESPONSIBLE OFFICER/CHAIR</b>	<b>OFFICER COMMITTEES</b>
President	Board of Directors
	Executive Committee
President-Elect	Audit and Finance Committee
Past President	Nominating Committee
Treasurer	Audit and Finance Committee
Secretary	

<b>RESPONSIBLE CHAIR</b>	<b>DIRECTOR COMMITTEES</b>
Audit and Finance Chair	Committee on Audit and Finance
Bylaws Chair	Committee on Bylaws
Career Development Chair	Committee on Career Development
Communications Chair	Committee on Communications
Diversity & Inclusion Chair	Committee on Diversity & Inclusion
Emerging Healthcare Leaders Chair	Committee on Emerging Healthcare Leaders
MCACHE Programs Chair	Committee on MCACHE Programs
Membership Chair	Committee on Membership
Nominations Chair	Committee on Nominations
Sponsorships Chair	Committee on Sponsorships
Student Activities Chair	Committee on Student Activities

## 9) MCACHE ANNUAL CYCLE

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

TIMEFRAME	ACTIVITY	RESPONSIBILITY
January	Distribute annual Conflict of Interest disclosure forms to members of the Corporate Board Orientation of New Board Members	President or Secretary President
February		
March		
April		
May		
June		
July		
August	Begin identification of officer and Board candidates  Annual review of Bylaws	Past President  Committee on Bylaws
September	Develop proposed list of Board candidates  Ratify or edit Board Candidates	President/President-Elect Committee on Nominations
October	Conduct annual audit	Committee on Finance & Audit
November	Notice of Annual Business Meeting sent (at least 5 but not more than 60 days before meeting)  Notify membership of Board candidate slate  Annual Business Meeting  Nomination of Student Representative to serve on Corporate Board	President or Secretary  Committee on Nominations Committee on MCAHE Programs Chair Comm. on Student Activities
December	Prepare annual budget  Strategic Planning Meeting	Committee on Finance & Audit Past-President

## 10) OFFICERS

### PRESIDENT

The President is the Chief Officer of MCACHE and is responsible for calling and presiding at Chapter Board, Executive Committee 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 twelve (12) monthly 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, Secretary.
- Communicate effectively on all levels and seize opportunities to positively represent the MCACHE at meetings, social functions, and forums that would benefit MCACHE 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
- Mentor and prepare the President-Elect to assume the duties of President
- Write a President's Message for each MCACHE 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
- Participate in the Annual Strategic Planning Meeting
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

- Attend ACHE Chapter Leadership Conference
- Attend Chapter meetings and events as appropriate
- Miss no more than one Board/Executive Committee meeting

#### Eligibility Criteria:

- Must have completed at least one term as a Committee Chair or made a significant contribution to MCACHE or ACHE
- Previous Board experience is required
- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

#### Term of Office:

- One (1) year

#### Committee Responsibilities:

- Serve as President of the Board
- Chair monthly Board/Executive Committee meetings
- Participate on the Committee on Nominations to appoint Board members and Committee Chairs

### **PRESIDENT-ELECT**

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
- Coordinate Board Committee activities at the request/absence of the President
- Communicate effectively on all levels and seize any opportunity to positively represent MCACHE at meetings, social functions, and forums that would benefit MCACHE and/or ACHE
- Work closely with current President in preparation to become the President
- Publish at least one column in the MCACHE newsletter
- 
- 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 MCACHE activities
- Attend ACHE Chapter Leadership Conference in place of the President, if necessary
- Miss no more than two Board/Executive Committee meeting

#### Eligibility Criteria:

- Previous Board experience is required
- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

#### Term of Office:

- One (1) Year

#### Committee Responsibilities:

- Serve as the Alternate Chair of the Board and Executive Committee
- Participate on the Committee on Nominations to appoint Board members and Committee Chairs
- Serve as the Chair of Committee on Audit and Finance

### **IMMEDIATE PAST PRESIDENT**

The MCACHE Immediate Past President is retained on the Board as an officer to provide continuity. That individual 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 a full voting 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
- Facilitate the annual Strategic Planning Meeting, and development of the Strategic Plan
- Review and update respective sections of the Leadership Manual

#### Attendance Responsibilities:

- Miss no more than two Board/Executive Committee meetings

#### Eligibility Criteria:

- Served as MCACHE President the previous year
- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

#### 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 MCACHE 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.

#### 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 approved Chapter budget
- 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 monthly 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, Board members, and others are appropriately insured if directed to do so by the Executive Committee, and annually inform insured persons of the policy limits and cancellation or non-renewal of coverage
- Serve as a full voting member on the Board and advise Committees, as assigned
- Staff the Committee on Audit and Finance
- Appoint any assistant treasurers that will serve as back up to the Treasurer
- 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 Audit and Finance meetings
- Attend a minimum of 50% of Chapter activities annually

#### Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

#### Term of Office:

- One (1) Year - Renewable

#### Committee Responsibilities:

- Serve as an Officer of the Board
- Serve as staff to 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 MCACHE 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 MCACHE'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 ChapterLink or other storage document system
- Supervise the Chapter's Administrative Assistant
- 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 for service distinction award
- 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 meeting
- Attend a minimum of 50% of Chapter activities annually

#### Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

#### Term of Office:

- One (1) Year – Renewable

#### Committee Responsibilities:

- Serve as an Officer of the Board

## **11) COMMITTEE CHAIRS**

### **COMMITTEE ON AUDIT AND FINANCE**

The Committee on Audit and Finance shall be chaired by the President-Elect and be staffed by a minimum of the Treasurer 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**

- Schedule meetings (not less than annually) to review Chapter financial statements, and discuss variances
- Report Committee activities to the Board and Executive Committee
- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a voting Board member

### **MEMBER, COMMITTEE ON AUDIT AND FINANCE**

Responsibilities:

- 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

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE

Term:

- One (1) Year - Renewable

## **COMMITTEE ON BYLAWS**

The Committee on Bylaws shall annually review the MCACHE 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
- Oversee the review and update of the MCACHE Leadership Manual
- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- 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 Committee at the MCACHE Board, while serving as a voting Board member

Attendance Responsibilities:

- Miss no more than two Board/Executive Committee meetings
- Attend all (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

Term:

- Two (2) Years - Renewable

## **MEMBER, COMMITTEE ON BYLAWS**

### Responsibilities:

- Assist the Chair in the annual Bylaw review
- Review specific Bylaw related issues as they arise

### Attendance Responsibilities:

- Must attend all meetings scheduled by the Chair

### Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE
- 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**

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

## **CHAIR, COMMITTEE ON CAREER DEVELOPMENT**

### Responsibilities:

- Plan and execute advancement sessions annually
- Establish programs for interested FACHE applicants in preparation for Board of Governor Exam and other fellowship requirements
- Plan competitive opportunities for early careerists, such as awarding tuition to ACHE annual Emerging Careerist Seminar based on designated criteria
- Keep records of all Committee events and coordinate with Program Chair and MCACHE 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

- Ensures progress of Committee objectives and provides report to Board and Executive Committee
- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a voting Board member
- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- 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 per year
- Attend all (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

Term:

- Two (2) Years - 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 MCACHE 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 Career Development, in person or by phone

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE
- Organizational, time management, and administrative skills

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, social media and press releases. The Committee is responsible for the preparation and coordination of the MCACHE Newsletter, website and all external communications (press releases, advertising, etc.) The Committee should prepare the MCACHE Newsletter at least quarterly.

## **CHAIR, COMMITTEE ON COMMUNICATIONS**

Responsibilities:

- Solicit and edit Committee news from Chairs for quarterly newsletters
- Research, interview, write content and coordinate design for each newsletter, in accordance with ACHE standard, highlighting current events and topics of interest to members.
- Coordinate with MCACHE administrative assistant to submit quarterly newsletters to ACHE on time
- Coordinate, maintain, update webpage content with MCACHE web coordinator
- Coordinate posts to various social media sites to engage current MCACHE members and attract new members
- Prepare and coordinate content for all MCACHE written and electronic communication to ensure consistency, accuracy and timeliness for distribution to MCACHE members, the news media and all external venues
- Solicit articles of healthcare management of interest from and for the MCACHE members, healthcare professionals and potential MCACHE members, in the MCACHE geographical area
- Arrange meetings of the MCACHE Committee on Communication
- Coordinate with the other Committee Chairs, as needed
- In conjunction with the Chair of the Committee on MCAHE Programs, prepare an annual budget for communications cost and provide to the Treasurer
- Serve as point person for MCACHE in expanding into the use of social media

- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a voting Board member
- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- 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 (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

Term:

- Two (2) Years - 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 MCACHE

Term:

- One (1) Year - Renewable

### **COMMITTEE ON DIVERSITY & INCLUSION**

The Committee will be responsible for developing policies and initiatives that foster a diverse and inclusive environment within MCACHE that recognizes the contributions and supports the advancement of all from across the healthcare field, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity, or disability.

### **CHAIR, COMMITTEE ON DIVERSITY & INCLUSION**

Responsibilities:

- Monitor the progress of Chapter diversity and inclusion goals as may be set forth in the multi-year Strategic Plan
- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a full Board member
- Recruit, mentor and prepare the Vice Chair to assume duties of the Chair
- Write a message regarding diversity and inclusion for select MCACHE newsletter issues
- Working with the Committee on Membership, develop tactics to ensure that membership recruitment and retention initiatives reach a broad and diverse audience
- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- Participate in the Annual Strategic Planning Meeting
- Review and update respective sections of the Leadership Manual
- Propose programs that recognize that an inclusive environment can enhance the quality of healthcare, improve healthcare/community relations, and positively affect the health status of society
- Work to develop and/or maintain strategic relationships with other healthcare societies including, but not limited to, the Asian Health Care Leaders Association (AHCLA), National Association of Health Services Executives (NAHSE), National Forum for Latino Healthcare Executives (NFLHE), Healthcare Financial Management Association (HFMA).

Attendance Responsibilities:

- Miss no more than two Board/Executive Committee meetings
- Attend all (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

Term:

- Two (2) Years – Renewable

## **MEMBER, COMMITTEE ON DIVERSITY & INCLUSION**

Responsibilities:

- 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
- Participate in development of the annual strategic plan for diversity and inclusion
- Represent the Diversity & Inclusion Committee at various events sponsored by the Committee on MCACHE Programs

Attendance Responsibilities:

- Attend majority of meetings called by the Chair

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE
- 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 EMERGING HEALTHCARE LEADERS**

The Committee shall be responsible for recommending strategies for how MCACHE can more effectively engage emerging healthcare leaders. Focus areas include, but are not limited to, programming, education, career development opportunities, and networking.

## **CHAIR, COMMITTEE ON EMERGING HEALTHCARE LEADERS**

### Responsibilities:

- Serve as the Committee's primary spokesperson at the MCACHE Board, while serving as a voting Board member
- Develop an annual plan for the Committee's efforts in collaboration with the Committee members
- Establish Committee meeting schedule
- Lead Committee initiatives and facilitate Committee events
- Coordinate the assignment of an Emerging Healthcare Leaders Committee Advisor to each of the other MCACHE Committees
- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a voting Board member
- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- 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 (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

### Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

### Term:

- Two (2) Years - Renewable

## **MEMBER, COMMITTEE ON EMERGING HEALTHCARE LEADERS**

### Responsibilities:

- Participate in the development of the annual strategic plan for the Committee on Emerging Healthcare Leaders
- 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 MCACHE 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 Emerging Healthcare Leaders and other MCACHE Committees
- The goal is to provide an opportunity for early careerists to become more involved in MCACHE events and planning, including but not limited to, providing feedback on existing initiatives and assisting with the development of new programs.

### Attendance Responsibilities:

- Attend 50% of Committee on Emerging Healthcare Leaders meetings
- Participate in other Chapter activities annually

### Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE

### Term:

- One (1) Year – Renewable

## **EXECUTIVE COMMITTEE**

The Executive Committee shall be responsible for the overall management and communication of all MCACHE activities so as to ensure a local forum for the open exchange of information and viewpoints for the members. This will be accomplished through meetings and programs. The Committee has the authority to act on behalf of the Corporate Board, except as may be limited by the Articles of Incorporation, MCACHE's Bylaws, or law. The Executive Committee consists of the Officers of MCACHE, Chairs of Standing Committees, and the Regent, if the Regent is a member of MCACHE. Committee Vice Chairs may participate in Executive Committee meetings and may service as alternates in the event a Committee Chair is unable to participate.

## **CHAIR, EXECUTIVE COMMITTEE**

- The Chair of the MCACHE Corporate Board serves as the Chair of the Executive Committee
- Establish Committee meeting schedule
- Supervise administrative support staff
- Serve as a spokesperson for MCACHE and liaison to ACHE
- Promote membership in ACHE and MCACHE and participation in MCACHE programs and activities

### Attendance Responsibilities:

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

### Eligibility Criteria:

- Dedication to MCACHE
- Leadership, communication, and organizational skills
- Election as President of MCACHE by the chapter membership

### Term:

- One (1) Year

## **MEMBER, EXECUTIVE COMMITTEE**

### Responsibilities:

- Assist the President in providing governance leadership of the chapter
- Perform and regularly report on the respective responsibilities of the offices to which they are elected
- Annually adopt the chapter budget
- Review and approve expenditure of chapter funds
- Approve contracts as needed

### Attendance Responsibilities:

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

Eligibility Criteria:

- Dedication to MCACHE
- Leadership, communication, and organizational skills
- Election as an Officer or Standing Committee Chair by the chapter membership, or elected as Regent in accordance with ACHE elections

Term:

- One (1) or two (2) Years (based on election to the Executive Committee) - Renewable

### **COMMITTEE ON MCACHE PROGRAMS**

The Committee on MCACHE Programs 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 MCACHE PROGRAMS**

Responsibilities:

- Develop an annual plan for the Chapter education program
- 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 education 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 MCACHE Programs members/volunteers to ensure assigned tasks are completed successfully
- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a voting Board member.
- Seek opportunities to include the Northern Ohio Program Council members during education events in the area and in particular, those that earn ACHE Face-to-Face and ACHE Qualified Education credits
- Keep records of events to report to ACHE and for Chapter records
- Submit an oral MCACHE Committee Report to the Board or Executive Committee monthly
- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a voting Board member

- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- 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 (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

Term: Two (2) Years - Renewable

## **MEMBER, COMMITTEE ON MCACHE PROGRAMS**

Responsibilities:

- 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
- Assist with implementation and management of the Chapter Education Assistance Program (CEAP)
- 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:

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

#### Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE
- Organizational, time management, and administrative skills
- Willingness to be engaged in Committee projects and deliverables assigned by the Board

Term: One (1) Year – Renewable

### **COMMITTEE ON MEMBERSHIP**

The Committee shall be responsible for developing strategies for MCACHE 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
- Monitor the Chapter "Dashboard Report" and implement actions as necessary to meet established Chapter goals
- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a full Board member
- Recruit, mentor and prepare the Vice Chair to assume duties of the Chair
- Write a membership update message for select MCACHE newsletter issues
- Develop tactics to increase membership and improve member retention
- Create and/or update an orientation presentation for explaining ACHE and MCACHE to new members and potential new members
- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- Participate in the Annual Strategic Planning Meeting
- Review and update respective sections of the Leadership Manual
- Coordinate the MCACHE Ambassadors program

#### Attendance Responsibilities:

- Miss no more than two Board/Executive Committee meetings
- Attend all (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

Term:

- Two (2) Years – 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 MCACHE 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 Committee at various events sponsored by the Committee on MCACHE Programs

Attendance Responsibilities:

- Attend majority of meetings called by the Chair

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE
- 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 NOMINATIONS**

The Committee on Nominations shall consist of the members of the Executive Committee, and any Regent of ACHE who is a Chapter member shall be an ex-officio voting member. The MCACHE 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. 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 NOMINATIONS**

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 Committee at the MCACHE 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 two 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

Eligibility Criteria:

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

Term:

- One (1) Year

### **MEMBER, COMMITTEE ON NOMINATIONS**

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 either be a member of the Executive Committee or a Regent of ACHE who is a Chapter member, who shall be an ex-officio voting member
- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE

Term:

- One (1) or two (2) Years (based on election to the Executive Committee) - Renewable

### **COMMITTEE ON SPONSORSHIPS**

The Committee is responsible for identifying and securing corporate financial sponsorships for MCACHE and its activities. Developing and maintaining relationships with organizations to secure financial support and to enhance those organizations' brand visibility within MCACHE 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 Committee at the MCACHE Board, while serving as a voting Board member
- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- 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 (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

Term:

- Two (2) Years - 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 MCACHE

Term:

- One (1) Year - Renewable

### **COMMITTEE ON STUDENT ACTIVITIES**

The Committee is responsible for developing programming to interest health services management students and faculty in the activities of ACHE and MCACHE. 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 STUDENT ACTIVITIES**

Responsibilities:

- Develop an annual plan for the Chapter education program
- Develop the specific student activities programs of 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 Student Activities Committee in conjunction with the Chapter Board and Treasurer
- Collaborate with other professional organizations and local graduate schools to establish mutually beneficial student activities opportunities
- Coordinate student needs survey of the Chapter, as appropriate
- Continually explore opportunities to enhance the Chapter student activities 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 student activities event will be held
- Arrange and chair all meetings of the Committee members
- Oversee Committee on Student Activities members/volunteers to ensure assigned tasks are completed successfully
- Keep records of events to report to ACHE and for Chapter records
- Submit a MCACHE Chapter of ACHE Committee Report form to the Board monthly
- Serve as primary spokesperson for the Committee at the MCACHE Board, while serving as a voting Board member
- Appoint the Committee Vice-Chairperson(s), subject to concurrence of the Executive Committee
- 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 (substitution of co-chair acceptable) Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE
- 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 a reasonable time of meeting the requirements for such certification.

Term:

- Two (2) Years - Renewable

## **MEMBER, COMMITTEE ON STUDENT ACTIVITIES**

Responsibilities:

- Assist with development of an annual plan for the Chapter student activities program
- Assist with development of the specific student activities 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 student activities 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 Student Activities 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 MCACHE
- Willingness to be engaged in the Committee's projects and deliverables as assigned by the Chapter Board

Term:

- One (1) Year – Renewable

## **12) MEMBERS AT LARGE**

At-large Corporate Board members shall number no less than four or more than ten at any given time. 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 MCACHE’s territory as designated by ACHE. A student representative, annually nominated by the Committee on Student Activities 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.

### **MEMBER AT LARGE**

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:

- Must attend 75% (3 out of 4) Board meetings  
Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MCACHE
- 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 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
- Attend a minimum of 50% of Chapter activities annually

#### Eligibility Criteria:

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

#### Term of Appointment:

- One Year - Renewable

#### Committee Responsibilities:

- Work closely with Committee on Student Activities

### **BOARD ADVISOR**

An Advisor to the MCACHE Corporate Board serves at the discretion of the Board under the direction of the President. This role offers the chapter leadership guidance, support, project-specific efforts, or other needs of the Board.

#### Responsibilities:

- Support the Mission and Purposes of MCACHE

- Support continuity with previous Board members
- Take on focused assignments
- Continue advocacy for MCACHE and ACHE
- Participate in Board and Executive Committee meetings and attend Chapter events

Attendance Responsibilities:

- Attend Board and Executive Committee meetings as appropriate to assignments

Eligibility Criteria:

- As this is a unique role, the skills and credentials should align with the identified/requested need.
- In most cases persons serving in this capacity have been past officers or committee chairs of MCACHE and serve the Board to provide continuity and historical perspective of the chapter.
- Must be a current ACHE affiliate in good standing
- Dedication to MCACHE
- Leadership, communication, and organizational skills

Term of Appointment:

- One (1) Year - Renewable

### **13) ONBOARDING NEW BOARD MEMBERS**

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

1. Attend the annual orientation program
2. Review the MCACHE Leadership Manual in detail
3. 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
4. Sign a copy of the affirmation of service and provide it to the Secretary

### **BOARD ORIENTATION PROGRAM**

The Orientation Program will be conducted annually in January and led by the Past President. All Board members are expected to attend. The orientation for new Board officers or directors will include the following:

- MCACHE 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 officer/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
- MCACHE Bylaws

## **14) TRANSITION OF MEMBERS FROM THE BOARD:**

Members of MCACHE 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 MCACHE 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 MCACHE, 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.

## **15) ASSESSMENT OF PERFORMANCE**

MCACHE 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 MCACHE 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 MCACHE Board reviews these results each year as a measure of Chapter performance, and as input into the MCAHE strategic planning process. A copy of the 2014 survey results is provided in the Appendix.

## **16) 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	Criteria
Award of Chapter Merit	Awarded to all Chapters that meet <b>one</b> of the four performance standards.
Award of Chapter Distinction	Awarded to all Chapters that meet <b>two</b> of the four performance standards.
Award for Chapter Excellence	Awarded to all Chapters that meet <b>three</b> of the four performance standards.
Board of Governors Award	Awarded to all Chapters that meet <b>all four</b> of the performance standards.
Award for Sustained Chapter Performance	Awarded to all Chapters that meet at least one of the four performance standards for a continuous three years.
Award for Sustained Chapter Excellence	Awarded to all Chapters that <b>continue to meet three out of four</b> 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 affiliates 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

### **Senior-Level Healthcare 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 MCACHE. These letters will be copied to each individual's organization leader/CEO.

Approved: January 10, 2020

## 17) APPENDIX

**BYLAWS OF THE  
MIDWEST CHAPTER OF THE AMERICAN COLLEGE OF HEALTHCARE  
EXECUTIVES**

**An independent chapter of the  
American College of Healthcare Executives**

**ARTICLE I – NAME**

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

**ARTICLE II – MISSION AND AFFILIATION**

**Section 1: Mission**

The mission of MCACHE, 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. In addition MCACHE shall provide a local forum for the open exchange of information and viewpoints which enhance the decision-making expertise and professional growth of its members.

**Section 2: Purpose**

The purpose of MCACHE 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 health care activities and trends.
- To stimulate interest in improved methods of health care 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 health care issues concerning the territory designated by ACHE (southeast Michigan and northwest Ohio) through group discussions and idea exchange.

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

### **Section 3: Affiliation with ACHE**

So long as MCACHE remains a Chapter of the ACHE, it shall operate in accordance with the ACHE chapter agreement in force at that time. 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 MCACHE in meeting its purpose. All such payments shall be made in accordance with the Bylaws.

### **Section 4: Organizational Identity**

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

## **ARTICLE III – MEMBERSHIP**

### **Section 1: Eligibility**

All ACHE affiliates located within MCACHE's ACHE assigned geographic territory shall be members of MCACHE. Only ACHE affiliates are eligible to hold membership in MCACHE.

### **Section 2: Establishment of Membership**

Membership in MCACHE shall become effective when ACHE assigns an ACHE affiliate to MCACHE based on the location of the affiliate in accordance with the procedures of ACHE.

### **Section 3: Categories of Membership**

Membership in MCACHE shall be the same as the ACHE membership categories in effect from time to time.

### **Section 4: Resignation**

A member may resign at any time, by providing written notice to ACHE.

## **ARTICLE IV - DUES**

### **Section 1: Dues**

MCACHE shall not charge dues for membership in the chapter. Dues shall be charged by and paid to ACHE in accordance with the dues schedule in force at the time.

### **Section 2: Nonpayment of Dues**

Membership shall be suspended for nonpayment of dues at a time consistent with and in accordance with, the policies and procedures of ACHE.

## **ARTICLE V – MEETINGS OF MEMBERS**

### **Section 1: Meetings of Members**

Meetings of the MCACHE 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**

MCACHE shall conduct an annual business meeting (Annual Business Meeting) and such other meetings of members as determined by the MCACHE Executive Committee.

### **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 or more than 60 days before the date of the meeting, by or at the direction of the President or the Secretary.

### **Section 4: Eligibility to Vote**

Only MCACHE 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 MCACHE Corporate Board and a minimum of five other active members.

### **Section 6: Special Business Meetings**

The MCACHE Executive Committee 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 VI – MCACHE CORPORATE BOARD and EXECUTIVE COMMITTEE**

### **Section 1: Administration**

The administration of MACHE shall be managed by elected officers and members that will be called the MCACHE Corporate Board. The MCACHE Corporate Board shall have authority and responsibilities for supervising the general operation of the organization in meeting its mission as stated in Article II.

### **Section 2: Eligibility of Corporate Board and Executive Committee Members**

All members of the Corporate Board, Executive Committee, and Officers must be members of MCACHE who have completed at least one year of membership.

### **Section 3: Corporate Board Composition**

The MCACHE Corporate Board shall be composed of the Executive Committee, the Regent (if the Regent is a MCACHE member), and such other members who the Executive Committee may from time to time appoint as at-large members. At-large corporate board members shall number no less than four or more than ten at any given time. When considering appointment of at-large members to the Corporate Board, the Executive Committee also shall seek nominations from any ACHE Regent whose area includes any portion of MCACHE's territory as designated by ACHE. At-large 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.

A student representative, annually nominated by the Committee on Student Activities and confirmed by the Corporate Board, shall serve as a non-voting member of the Corporate Board

The Corporate Board may appoint one or more MCACHE members as Board Advisors to provide guidance, support, project-specific efforts or other needs. A Board Advisor shall serve under the direction of the President and may participate in all Corporate Board and Executive Committee meetings, without vote. The term of a Board Advisor shall be for one year and may be reappointed for an unlimited number of additional terms.

### **Section 4: Role of the MCACHE Board**

The MCACHE Corporate Board will be responsible for setting objectives and direction for MCACHE; serving as liaisons and advocates for MCACHE programs, and the ACHE; and annually approving a budget and work plan for MCACHE.

## **Section 5: Officer Composition**

Officers must be members of MCACHE who have completed at least one term as a Corporate Board member, unless otherwise specified. Following is a list of the Officers of MCACHE, their roles and responsibilities. The President, President-elect, Past President, Secretary and Treasurer shall be elected by the membership at the Annual Business Meeting and shall serve a term of one program year. Detailed descriptions of the job responsibilities for each position are provided in the Chapter Leadership Manual.

- A. President – Shall have responsibility of chairing the Corporate Board, Executive Committee and membership meetings. He/she shall have served at least two years as a Board member.
- B. President-elect – Shall have at least one year active Corporate Board membership. In addition to other duties assigned by the President, he/she shall serve as chair of the Committee on Audit and Finance.
- C. Past President – Shall have been the previous President and shall assist the President and Executive Committee as directed.
- D. Treasurer – Shall have the responsibility to coordinate all activities associated with financial management of MCACHE, including collecting revenues, maintaining funds, managing disbursements, and keeping proper accounting.

He/she shall also present a quarterly report of Revenue and Expenses to the MCACHE Corporate Board and serve as staff to the Committee on Audit and Finance.

- E. Secretary – Shall maintain the MCACHE records and data and assist the President in the preparation of meeting minutes assist the Past President Chapter, assist with elections, and maintain and update all Chapter rosters.

## **Section 6: Officer and Committee Chair/Vice-Chair Selection/Elections**

The process for selecting and/or electing MCACHE Officers, Committee Chairpersons and Committee Vice-Chairpersons shall be as follows:

- A. Officers – In September/October of each year, the Executive Committee shall meet as the Committee on Nominations and develop a slate of Officers, Committee Chairpersons, and, due to timing of vacancy, any candidates to fill vacant Corporate Board slots to be presented to the membership at the Annual Business Meeting. The President shall contact potential candidates to confirm their willingness to serve prior to the Annual Business Meeting. MCACHE Officers, Committee Chairpersons, and any Corporate Board members required to fill any

vacancies shall be elected annually by secret ballot at the Annual Business Meeting of the members except when there is only 1 candidate for an office or vacancy, in which case the President shall call for election of the candidate by acclamation. When there are two or more candidates for an office, chairpersonship, or vacancy, a majority vote of the members casting a ballot shall constitute an election.

- B. Committee Chairpersons – The President will send correspondence to all participating Committee members in August/September of each year soliciting recommendations for the next year’s Committee Chairpersons for those Committee Chairpersons completing their 2<sup>nd</sup> term as chairperson. The President will review the Committee Chairperson recommendations with the President-Elect and develop a proposed slate of candidates for recommendation to the Executive Committee. The Executive Committee (serving as the Committee on Nominations) will ratify or change the recommendations.
- C. Vice-Chairpersons – Annually, Committee Chairpersons shall appoint their respective Vice-Chairpersons with the concurrence of the Executive Committee. Vice-Chairpersons may be reappointed for an unlimited number of annual terms. Vice Chairpersons may attend all meetings of the Corporate Board and Executive Committee. In the event a Standing Committee Chairperson is unable to participate in a meeting of the Corporate Board or Executive Committee, the respective Vice-Chairperson may participate as an alternate, with vote.

## **Section 7: Executive Committee Composition**

The Executive Committee shall be composed of the Officers, Standing Committee Chairpersons, and the Regent, if the Regent is a member of MCACHE.

## **Section 8: Role of the Executive Committee**

The Executive Committee shall be responsible for the overall management and communication of all MCACHE activities so as to ensure a local forum for the open exchange of information and viewpoints for the members. This will be accomplished through meetings and programs.

## **Section 9: Corporate Board Meetings**

Regular meetings of the MCACHE Board shall be held at least three 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 10: Executive Committee Meetings**

Regular meetings of the Executive Committee shall be held at least three times during a year at such time, place and mode of meetings as the President may determine. The President may call special meetings of the Executive Committee as he/she deems necessary.

## **Section 11: Notice**

Notice of any regular or special meeting of the Corporate Board and Executive Committee shall be given to each member 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 Corporate Board or Executive Committee member may waive notice of any meeting.

## **Section 12: Quorum**

One-half of the voting members of the Corporate Board or Executive Committee shall constitute a quorum for any vote. In matters of conflict of interest in which a member is the subject, that person shall not be allowed to vote.

## **Section 13: Attendance**

It is expected that all Corporate Board members will be active participants in MCACHE affairs. Those not in attendances for at least 50% of Corporate Board/Executive Committee meetings on an annual basis will be subject to removal from office at the discretion of the Executive Committee.

## **Section 14: Action of the Corporate Board**

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

## **Section 15: Term of Office**

The terms of Corporate Board and Executive Committee members shall commence on January 1<sup>st</sup> and shall continue for a period of two years (except for Officers who shall serve for one year), or until replaced by a subsequent election or appointment.

## **Section 16: Vacancies**

Vacancies occurring in the Corporate Board, Executive Committee, or Officers by reason of death, resignation, removal, or other inability to serve, shall be filled by vote of the

remaining Corporate Board members at any meeting of the Corporate Board. A person elected to fill a vacancy shall serve until the next annual meeting or until the election of a successor.

### **Section 17: Participation By Means Of Communications Equipment**

A member of the Corporate Board, Executive Committee, or Committee may participate in a meeting by means of conference telephone or similar communications equipment provided that all persons participating in the meeting can hear one another. Participation in a meeting in this manner constitutes presence in person at the meeting.

### **Section 18: Action without a Meeting**

Any action required or permitted to be taken at any meeting of the Corporate Board may be taken without a meeting if, before or after the action, all of the Corporate Board members entitled to vote consent thereto in writing. Such written consents shall be filed with the minutes of the proceedings of the Corporate Board and shall have the same effect as a vote of the Corporate Board members for all purposes.

## **ARTICLE VII – COMMITTEES AND AFFILIATES**

### **Section 1: Standing Committees**

The Corporate Board and Executive Committee shall annually prepare a list of nominees to serve on the MCACHE standing committees inclusive of chairpersons and vice chairpersons. The membership shall annually be appraised of the committees and their charges in order to solicit their participation. Following are the MCACHE standing committees and their charges:

A. Committee on Nominations:

The Committee on Nominations shall consist of the Executive Committee and any Regent of ACHE who is a chapter member shall be an ex-officio, voting member. The MCACHE Past President shall serve as the Committee chairperson. The Committee is responsible for recommending the next year's slate of Officers, Committee Chairpersons, and candidates to fill vacant Corporate Board slots to be voted on by the membership at the Annual Business Meeting. Officer nominees will present to the Committee their desires and credentials for the selected office and the Committee will select the Officer candidate they feel is most qualified for each position. The Officer nominees along with the year's Committee Chairpersons candidates, and candidates to fill vacant Corporate Board slots shall constitute the Slate and will be presented for vote at the Annual Business Meeting of the membership.

B. Committee on Audit and Finance:

The Committee on Audit and Finance shall consist of at least two members appointed by the Corporate Board and shall be chaired by the President-elect. The Committee shall arrange and supervise an annual audit of the Chapter in accordance with generally accepted accounting principles and practices as well as prepare an annual budget under direction of the Executive Committee. The MCACHE Treasurer shall serve as staff to this Committee.

C. Committee on Bylaws:

The Committee shall annually review the MCACHE 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.

D. Committee on Career Development:

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

E. Committee on Communications:

The Committee shall be responsible for the preparation and coordination of the MCACHE Newsletter, website and all external communications (press releases, advertising, etc.) The Committee should prepare the MCACHE Newsletter at least quarterly.

F. Committee on Membership:

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

G. Committee on MCACHE Programs:

The Committee shall be responsible for planning, staging and evaluating all membership educational and networking programs. This shall include quarterly programs for the membership as well as working with the ACHE to bring relevant educational programs of theirs to the local area.

H. Committee on Student Activities:

The Committee shall be responsible for developing programming to interest health services management students and faculty in the activities of ACHE and MCACHE. 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.

I. Committee on Emerging Healthcare Leaders:

The Committee shall annually be responsible for recommending how MCACHE can best develop programming of specific interest to emerging healthcare leaders.

J. Committee on Sponsorships:

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

K. Committee on Diversity and Inclusion:

The Committee will be responsible for developing policies and initiatives that foster a diverse and inclusive environment within MCACHE that recognizes the contributions and supports the advancement of all from across the healthcare field, regardless of race, ethnicity, national origin, gender, religion, age, marital status, sexual orientation, gender identity, or disability.

## **Section 2: Participating Associates**

Though non-ACHE affiliates may not be MCACHE members, they may participate in MCACHE events for a fee and from time to time, as ex-officio non-voting Committee members appointed by the MCACHE President because of their particular expertise. Participating associates may include individuals affiliated with important health related organizations in the region, a person who is a graduate or undergraduate in a health services management or business administration program, or an administrative resident/fellow who wishes to be involved with MCACHE.

## **Section 3: Special Committees**

The MCACHE Board may from time to time appoint special committees that are assigned a task(s) to complete within a certain time.

## **ARTICLE IX – CONFLICT OF INTEREST**

### **Section 1: General**

The Corporate Board and its Officers shall administer MCACHE affairs honestly and economically and exercise their best care, skill, and judgment for the benefit of MCACHE and ACHE. The MCACHE Officers shall exercise the utmost good faith in all transactions relating to their duties for the MCACHE. In their dealings with and on behalf of the MCACHE, they are held to a strict rule of honest and fair dealings with the MCACHE. They shall not use their position, or knowledge gained there from, so that a conflict might arise between the MCACHE interest and that of the individual.

### **Section 2: Disclosure of Conflict of Interest**

Each nominee for a MCACHE 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 MCACHE Board for that purpose.

## **ARTICLE X – AMENDMENTS**

### **Section 1: Amendments**

The Bylaws may be altered or amended by two thirds vote of the MCACHE membership voting thereon.

### **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 XI – DISSOLUTION**

### **Section 1: Dissolution of the Chapter**

MCACHE 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: MCACHE Assets**

In the event of the dissolution of MCACHE, all assets remaining after the settlement of any debts and obligations shall be distributed in accordance with the United States

Internal Revenue Code governing dissolution of Non-Profit, Tax exempt or For-Profit corporations.

## **ARTICLE XII – MISCELLANEOUS PROVISIONS**

### **Section 1: Execution of Contracts**

The MCACHE 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 organization, 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 MCACHE 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 MCACHE Board.

### **Section 2: Fiscal Year**

The fiscal year of MCACHE shall commence on January 1<sup>st</sup> 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 MCACHE. Except as these Bylaws may be inconsistent with such laws and Articles, they shall regulate the conduct of the business and affairs of MCACHE with respect to all matters to which they relate.

### **Section 4: Indemnification**

Each person who is or was a Corporate Board member, Officer, or member of any committee of the Corporation and each person who serves or has served at the request of the Corporation as a director, trustee, officer, committee member, partner, or agent of any other corporation, partnership, joint venture, trust or other enterprise may be indemnified by the Corporation to the fullest extent permitted by the non-profit corporation laws of the State as they may be in effect from time to time. The Corporation may, to the extent authorized from time to time by the Corporate Board, grant rights to indemnification to any agent or employee of the Corporation or any other person serving the Corporation to the fullest extent permitted under the laws of the State as they may be in effect from time to time. All indemnification that is provided pursuant to this Section shall be in excess of any other insurance, indemnification or assumption of liability that is available to such person, whether provided by this Corporation or otherwise. Any part of this Section 4 to the contrary notwithstanding, the Corporation shall not indemnify and shall not be required to indemnify any person for any liability, tax or expense to the extent such indemnification results in the imposition of tax under Section 4958 of the Internal Revenue Code. No rights of subrogation are intended to be created by this Section.

## **Section 5: Insurance**

The Corporation may purchase and maintain insurance on behalf of any person specified in Section 4 against any liability asserted against and incurred by such person in any such capacity or arising out of such person's status, as described in Section 4 whether or not the Corporation would have power to indemnify such person against such liability under the laws of the State, provided that the Treasurer shall annually inform each Corporate Board member of the policy limits of insurance coverage and shall inform each Corporate Board member if at any time insurance coverage is canceled or not renewed. No rights of subrogation are intended to be created by this Section.

Date Approved: December 7, 2011

Date Approved: November 21, 2013

Date Approved: November 11, 2014

Date Approved: November 10, 2015

Date Approved: November 13, 2017

Date Approved: November 13, 2018

Date Approved: November 7, 2019

**PROGRAM EVALUATION**  
**ACHE Face-to-Face Education Panel Discussion  
 Evaluation Form**

Title: \_\_\_\_\_ Date: \_\_\_\_\_

**Seminar Evaluation**

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1. This panel enhanced my professional knowledge and skills.	(5)	(4)	(3)	(2)	(1)
2. This panel met its stated learning objectives.	(5)	(4)	(3)	(2)	(1)
3. The information presented was relevant, timely and up-to-date.	(5)	(4)	(3)	(2)	(1)
4. There was adequate opportunity for questions and interactions.	(5)	(4)	(3)	(2)	(1)
5. Overall, this panel was a strong education experience.	(5)	(4)	(3)	(2)	(1)

**Moderator**

Name: \_\_\_\_\_

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
6a. This moderator... Was knowledgeable of subject.	(5)	(4)	(3)	(2)	(1)
Presented the content well.	(5)	(4)	(3)	(2)	(1)

**Panelist #1**

Name: \_\_\_\_\_

6b. This instructor... Was knowledgeable of subject.	(5)	(4)	(3)	(2)	(1)
Presented the content well.	(5)	(4)	(3)	(2)	(1)

Panelist #2

Name: \_\_\_\_\_

6c. This instructor...	Was knowledgeable of subject.	(5)	(4)	(3)	(2)	(1)
	Presented the content well.	(5)	(4)	(3)	(2)	(1)

Panelist #3

Name: \_\_\_\_\_

6d. This instructor...	Was knowledgeable of subject.	(5)	(4)	(3)	(2)	(1)
	Presented the content well.	(5)	(4)	(3)	(2)	(1)

Panelist #4

Name: \_\_\_\_\_

6e. This instructor...	Was knowledgeable of subject.	(5)	(4)	(3)	(2)	(1)
	Presented the content well.	(5)	(4)	(3)	(2)	(1)

7. How might this program be improved?

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8. What topics should be considered for future programs?

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9. Other comments or suggestions:

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**CONFLICT OF INTEREST AND DISCLOSURE  
OF CERTAIN INTERESTS**

**DATE:**

**TO:** Members of the Board

**FROM:** [REDACTED], Chapter President

**SUBJECT: POLICY ON CONFLICT OF INTEREST AND DISCLOSURE OF CERTAIN INTERESTS**

The Bylaws of the Midwest Chapter of the American College of Healthcare Executives (MCACHE) contain the following provision with respect to conflicts of interest:

**ARTICLE IX – CONFLICT OF INTEREST**

**Section 1: General**

The Corporate Board and its Officers shall administer MCACHE affairs honestly and economically and exercise their best care, skill, and judgment for the benefit of MCACHE and ACHE. The MCACHE Officers shall exercise the utmost good faith in all transactions relating to their duties for the MCACHE. In their dealings with and on behalf of the MCACHE, they are held to a strict rule of honest and fair dealings with the MCACHE. They shall not use their position, or knowledge gained therefrom, so that a conflict might arise between the MCACHE interest and that of the individual.

**Section 2: Disclosure of Conflict of Interest**

Each nominee for a MCACHE 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 MCACHE Board for that purpose.

In addition, MCACHE has adopted a conflict of interest policy, a copy of which is attached, that governs the behavior of officers and other Board members whenever an actual, apparent or perceived conflict of interest should arise.

Pursuant to the Bylaws and policies of MCACHE, please complete and return the enclosed questionnaire to [REDACTED], within two weeks. Please be assured that the sole purpose of the disclosure requirements is to provide us with a systematic and on-going method of disclosing and ethically resolving potential conflicts of interest.

Thank you for your cooperation.

## Midwest Chapter of the American College of Healthcare Executives

### Conflict of Interest Policy

#### I. Purpose

To establish a policy and mechanism for Board members and officers (“Representative”) to timely disclose to the Board of Directors a conflict of interest that the Representative may have with the Midwest Chapter of the American College of Healthcare Executives (MCACHE).

#### II. Policy

- A. Representatives shall submit an Annual Conflict of Interest Disclosure Form and shall notify the Board of Directors immediately upon learning of a new or previously undisclosed conflict of interest. Representatives shall recuse themselves from voting on transactions with which they have a conflict of interest.
- B. Such transactions may be authorized, approved or ratified upon receipt of an affirmative vote of a majority of disinterested directors, although the disinterested directors may be less than a quorum as a result of a Representative’s recusal.
- C. The presence of a Representative with a conflict of interest shall not affect the validity of the Board of Directors’ or duly appointed committee’s action.

#### III. Definition

A Conflict of Interest exists when a Representative or an immediate family member of the Representative has:

- A. an ownership interest in, or compensation arrangement with, any entity or individual with which MCACHE has entered into a transaction;
- B. an ownership interest in, or compensation arrangement with, any entity or individual with which MCACHE is negotiating to enter into a transaction;
- C. a connection to a transaction that would reasonably be expected to influence the Representative’s judgment in his or her capacity as a Board member or officer; or
- D. acceptance of gifts, gratuities, or entertainment from any outside concern that does, or is seeking to do business with, or is a competitor of MCACHE.

#### IV. Disclosure

- A. Each Representative shall complete an annual Conflict of Interest Disclosure Form upon election to the Board of Directors or appointment as an officer, and annually thereafter. The completed Annual Conflict of Interest Disclosure Form shall be delivered to the President of MCACHE.
- B. Each Representative shall also notify the President of MCACHE immediately upon learning of a new or previously undisclosed conflict of interest.

- C. The disclosure shall include the nature of any conflict of interest and the facts that an ordinarily prudent person would reasonably believe to be material to a judgment about whether or not to proceed with a transaction.

**CONFLICT OF INTEREST QUESTIONNAIRE**

**RETURN TO:**            **Chapter President**

**QUESTIONNAIRE & STATEMENT REGARDING CONFLICT OF INTEREST**

Pursuant to the purposes and intent of the Bylaws and policies of the Midwest Chapter of the American College of Healthcare Executives (MCACHE) requiring disclosure of certain interests, a copy of which has been furnished to me, I hereby state that I or members of my immediate family have the following affiliations or interests and have taken part in the following transactions that, when considered in conjunction with my position with or in relation to the MCACHE, might possibly constitute a conflict of interest. (Check "None" where applicable.)

1. Identify any ownership interests in, or compensation arrangement with, any entity or individual with which MCACHE has entered into a transaction.

None

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2. Identify any ownership interests in, or compensation arrangement with, any entity or individual with which MCACHE is negotiating to enter into a transaction.

None

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3. Identify any other connection to a transaction that would reasonably be expected to influence your judgment as a Board member or officer of MCACHE.

None

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4. I hereby certify that neither I nor any member of my immediate family has accepted gifts, gratuities, or entertainment from any outside concern that does, or is seeking to do business with, or is a competitor of, the MCACHE, except as listed below:

None

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List any other activities in which you or your immediate family are engaged that might be regarded as constituting a conflict of interest.

None

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By signing below, I hereby declare:

- That I have received a copy of the Conflict of Interest Policy.
- That I have read and understand the Policy.
- That I agree to comply with the Policy.
- That I understand that in order for MCACHE to maintain its federal tax exemptions it must engage primarily in activities which accomplish one or more of its tax exempt purposes.
- That I agree to immediately report to the president of MCACHE any further transactions that might develop before completion of my next questionnaire.
- That I have truthfully answered all questions in this document.

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(NAME)

\_\_\_\_\_/\_\_\_\_\_/\_\_\_\_\_  
(DATE)

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(POSITION)

**MCACHE ANNUAL AFFIRMATION OF SERVICE**

1. I will commit to supporting and enhancing the mission, vision and values of MCACHE.
2. I have read the MCACHE Leadership manual and agree to the terms and conditions.
3. I will commit to preparing for each board meeting as needed by reading all appropriate reports and minutes I receive and will commit to doing additional research about special topics as needed.
4. If unable to attend a scheduled meeting, I will provide adequate notice to one of the following: secretary, president or committee chair.
5. I will commit to serving on and enhancing committees as assigned by chapter officers.
6. I will commit to conducting myself in a professional manner at MCACHE events and in interactions among all chapter board directors, chapter members, and volunteers.
7. I commit to strengthening the membership of ACHE by promoting it to nonmember colleagues and will commit to encouraging ACHE members to volunteer for committees and pursue board certification.
8. I commit to conducting myself in an ethical manner and will not use, for my own gain or for the gain of others, confidential information shared during my term of service. Additionally, I will not disclose this information to those outside the chapter, unless it is required to do so on behalf of MCACHE.
9. I will share concerns relating to the chapter, board, members, and volunteers in a prompt, proactive, and professional manner.
10. During the course of my term, if I find that I am no longer able to be a responsible and positive contributor to the MCACHE board, I will take it upon myself to discuss alternatives with the officers. A voluntary resignation to allow another person who can be more fully involved to serve in my place may follow this discussion.

Name: \_\_\_\_\_

(Please print)

Signed: \_\_\_\_\_

Date: \_\_\_/\_\_\_/\_\_\_

Please return signed affirmation to the chapter board secretary.