



Michigan Society
for Healthcare Planning & Marketing

Michigan Society for Healthcare Planning and Marketing (MSHPM), an affiliated chapter of the Society for Healthcare Strategy and Market Development (SHSMD) of the American Hospital Association (AHA)

Leadership Manual

August 2018

Table of Contents:

Forward.....	1
Mission.....	1
Purpose.....	1
Chapter History.....	2
Board of Director's Values.....	2
Board of Director's Expectations.....	2, 3
MSHPM Leadership Structure - 2018.....	4
MSHPM Leadership Structure - 2017.....	5
Board of Directors' Standing Committees.....	5
MSHPM Annual Cycle.....	6
Officers:	
President.....	7, 8
Vice President.....	9, 10
Immediate Past President.....	10
Treasurer.....	11, 12
Assistant Treasurer.....	12, 13
Secretary.....	14
Committees:	
Committee on Audit and Finance.....	15
Committee on Bylaws.....	16, 17
Committee on Communications.....	17, 18
Committee on MSHPM Programs.....	19, 20
Committee on Memberships.....	21, 22
Committee on Nominations.....	23, 24
Committee on Sponsorships.....	25, 26
Committee on Student Activities.....	27, 28
Members at Large.....	29
Student Representative.....	30
Selection of New Board Members:	
Nomination Process.....	31
Onboarding New Board Members.....	31
Board Orientation.....	31
Continuity Documents.....	31, 32

Table of Contents: (Continued)

Transition of Members from the Board.....	32
Assessment of Performance.....	33
Program Evaluation.....	33
Annual Membership Survey.....	33
Board Survey.....	33
President's Recognition Letter.....	33
Approval Signatures.....	34
Appendix:	
MSHPM Bylaws.....	35-46
Survey A.....	47
Survey B.....	48
Survey C.....	49-52
Conflict of Interest and Disclosure of Certain Interests.....	53
MSHPM Conflict of Interest Policy.....	54
Conflict of Interest Questionnaire.....	55, 56
MSHPM Annual Affirmation of Service.....	57

FORWARD

The Leadership Development Manual was constructed in 2018 as part of the implementation of an Annual Chapter Leadership Development Model. The overall goal of the Chapter Leadership Manual is to build an effective leadership team now and in the future, creating a more sustainable and high performing Michigan Society for Healthcare Marketing and Planning (MSHPM) and Society for Healthcare Strategy and Market Development (SHSMD). This manual will be provided to all Chapter leaders, and will be updated annually.

MISSION

The mission of MSHPM is to be the professional membership society throughout the state of Michigan for those in strategic planning, marketing, business development, physician relations, communications and public relations, and other related fields; to meet its members' professional, educational, and leadership needs; to promote high ethical standards and conduct; to advance healthcare practice excellence; and to promote the mission of SHSMD. In addition MSHPM shall provide a state forum for the open exchange of information and viewpoints which enhance the decision-making expertise and professional growth of its members.

PURPOSE

The purpose of MSHPM shall be:

- To provide high quality educational forums and informative professional development opportunities for healthcare planning and marketing professionals, and to serve as a resource for other healthcare professionals throughout the state of Michigan. MSHPM shall also promote the highest standards of professional and ethical conduct.
- To accomplish these goals, MSHPM is organized and operated exclusively for purposes described in Section 501(c)(3) of the Internal Revenue Code (the "IRC"), or the corresponding section of any future United States federal tax code.
- No part of the net earnings of MSHPM shall inure to the benefit of, or be distributed to its members, officers, or other private persons, except that the MSHPM shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth above in these Bylaws.

No substantial part of the activities of MSHPM shall consist of carrying on propaganda, or otherwise attempting to influence legislation, nor shall MSHPM, directly or indirectly, participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.

Notwithstanding any other provision of these Bylaws, MSHPM shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the IRC, or the corresponding section of any future United States federal tax code, or (b) by a corporation, contributions to which are deductible under Section 170(c)(2) of the IRC, or the corresponding section of any future United States federal tax code.

CHAPTER HISTORY

The Michigan Society for Healthcare Planning and Marketing (MSHPM) is a professional organization first established in 1983 and was founded by five members working in the field. MSHPM started as a Southeast Michigan organization and then expanded to include other Michigan hospitals with planning staff and work with the MHA. After a couple years, MSHPM affiliated with the AHA. The core group had all been engaged in the bed reduction process that occurred in the early 80's and saw value in sharing both knowledge and social connections. Many of the founding members advanced their careers based on networking through this organization. Health planning was a growing field in hospitals at that time due to work in strategic planning and CON requirements. Later it expanded to include both planning and marketing. Founding members included Robyn Rontal, David Chinsky, Don Hirt and Cheryl Peck.

Today, MSHPM is more than 115 members strong and provides a local forum for the exchange of information and viewpoints to enhance professional development and facilitate networking opportunities. MSHPM is an authorized affiliate of SHSMD.

BOARD OF DIRECTORS' VALUES

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

The BOD collectively promotes the values of MSHPM and SHSMD OF THE AHA 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.

BOARD OF DIRECTORS' EXPECTATIONS

Each MSHPM Board member is expected to:

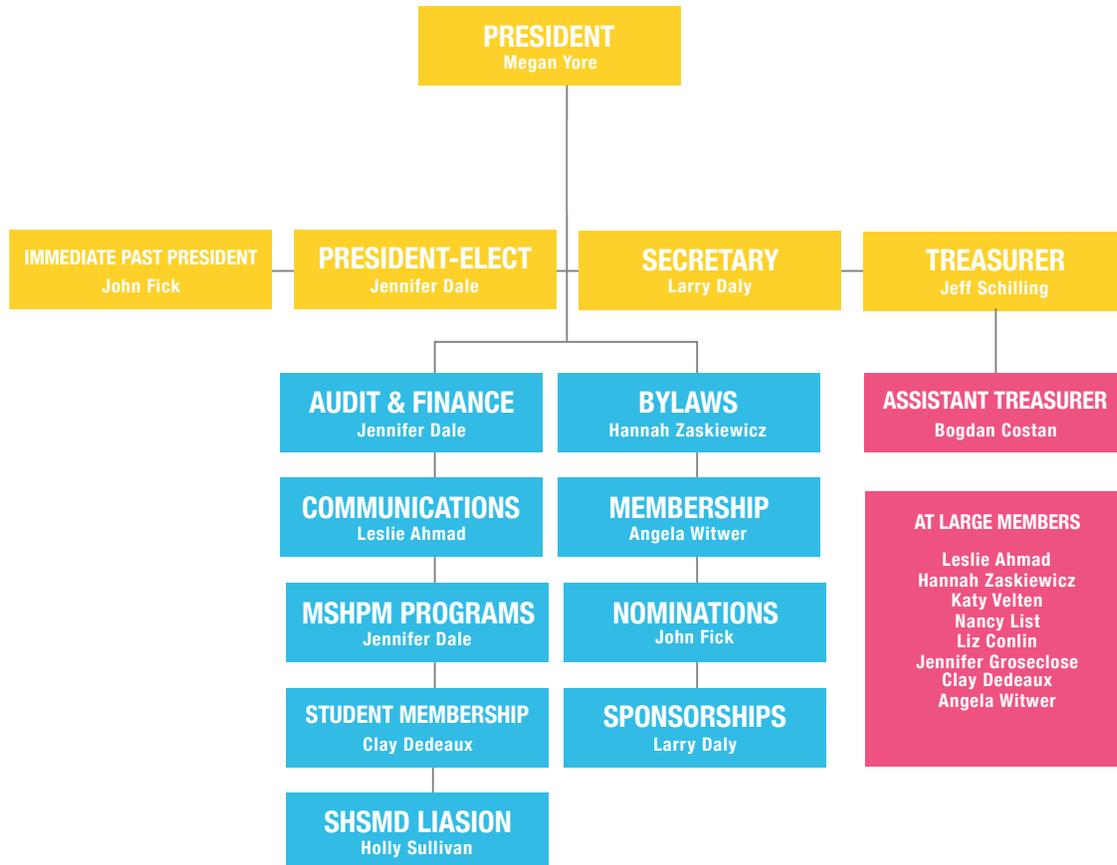
- 1) Complete the On-Boarding process identified in this manual.
- 2) Promote the benefits of MSHPM membership to colleagues within her/his organization, and throughout the local healthcare leadership community.
- 3) Fully perform the responsibilities/duties of her/his position on the Board to accomplish the missions of the MSHPM.
- 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 MSHPM President of the situation/problem and/or request assistance to accomplish the required task(s).
- 5) Attend 75% of monthly Board Meetings.

BOARD OF DIRECTORS' EXPECTATIONS (Continued)

- 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 MSHPM newsletter.
- 8) Provide nominations for new Board members to the Past-President when requested.
- 9) Participate in the Annual Leadership Retreat.
- 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 MSHPM.
- 13) Read the MSHPM Conflict of Interest disclosure and return a signed copy of the questionnaire to the President.



MSHPM LEADERSHIP STRUCTURE - 2018



MSHPM LEADERSHIP STRUCTURE -2017

President:	Dr. John Fick	At Large Members:
Vice President:	Megan Yore	Darice Darling
Immediate Past President:	Angela Witwer	Katy Velten
Secretary:	Adam Chipman	Lisa Wright
Treasurer:	Jeff Schilling	Liz Conlin
Assistant Treasurer:	Leslie Ahmad	Nancy List

Committees:	
Audit and Finance:	Megan Yore
Membership:	Megan Yore
Bylaws	Hannah Zaskiewicz
MSHPM Programs:	Jennifer Dale
Nominations:	Angela Witwer
Student Activities:	Clay Dedeaux
Sponsorships:	Larry Daly
Communications:	Adam Chipman

BOARD OF DIRECTORS' STANDING COMMITTEES

RESPONSIBLE OFFICER/CHAIR	OFFICER COMMITTEES
President	Board Meeting
	Executive Committee Meeting
Vice President	Audit and Finance Committee
Past President	Nominations Committee
Treasurer	
Secretary	

MSHPM ANNUAL CYCLE

TIMEFRAME	ACTIVITY	RESPONSIBILITY
January	Distribute annual Conflict of Interest disclosure forms to members of the Board of Directors, Orientation of New Board Members	President or Secretary
February		
March	Conduct annual audit	Committee on Finance & Audit
April		
May		
June		
July	Leadership Retreat - Annual Strategic Planning	Board Of Directors
August	Solicitation of membership for Board and Officer candidates	President
	Annual review of Bylaws	Committee on Bylaws
September	Develop proposed list of Board candidates	President/Vice President
	Ratify or edit Board Candidates	Nominating Committee
October		
November	Notify membership of Board candidate slate	Nominating Committee
	Nomination of Student Representative to serve on Board of Directors	Comm. on Student Activities
December	Prepare annual budget	Committee on Finance & Audit Past-President

OFFICERS

PRESIDENT

The President is the Chief Officer of MSHPM and is responsible for calling and presiding at Chapter Board 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 SHSMD 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 SHSMD
- Preside over all BOD 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: Vice President, Past President, Treasurer, Secretary
- Communicate effectively on all levels and seize opportunities to positively represent the MSHPM at meetings, social functions, and forums that would benefit MSHPM or SHSMD
- 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 SHSMD on a timely basis
- Mentor and prepare the Vice President to assume the duties of President
- 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 SHSMD members
- Coordinate and facilitate annual Leadership Retreat
- Review and update respective sections of the Leadership Manual
- Manages Independent Administrative Contractor

Attendance Responsibilities:

- Attend SHSMD Annual Conference
- Attend all Chapter meetings and events as appropriate
- Miss no more than one Board/Executive Committee meeting

PRESIDENT (Continued)

Eligibility Criteria:

- Must have completed at least one term as a Committee Chair or made a significant contribution to MSHPM or SHSMD
- Previous Board experience is preferred
- Dedication to MSHPM
- Leadership, communication, and organizational skills
- Must be certified as a Member by SHSMD or actively pursue Member certification with the intent to achieve Member status within one year

Term of Office:

- Three (3) years

Committee Responsibilities:

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

VICE PRESIDENT

The Vice President 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 a leadership role if they move on to become President.

Responsibilities:

- May 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
- Coordinate Board Committee activities at the request/absence of the President
- Communicate effectively on all levels and seize any opportunity to positively represent MSHPM at meetings, social functions, and forums that would benefit MSHPM and/or SHSMD
- Work closely with current President in preparation to become the President
- Oversee the review and update of the MSHPM Leadership Manual
- Oversee the annual financial audit
- Participate in the Annual Leadership Retreat
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

- Attend a minimum of 50% of MSHPM activities
- Attend SHSMD 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 preferred
- Dedication to MSHPM
- Leadership, communication, and organizational skills
- Must be certified as a Member by SHSMD or actively pursue Member certification with the intent to achieve Member status within one year

Term of Office:

- One (1) Year

VICE PRESIDENT (Continued)

Committee Responsibilities:

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

IMMEDIATE PAST PRESIDENT

The MSHPM 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
- Participate in the Annual Leadership Retreat
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

- Miss no more than two Board/Executive Committee meetings

Eligibility Criteria:

- Served as MSHPM President the previous year
- Dedication to MSHPM
- Leadership, communication, and organizational skills

Term of Office:

- One (1) Year

Committee Responsibilities:

- Serve as an Officer of the Board
- Chair the Committee on Nominations

TREASURER

The Treasurer acts as the Chief Financial Officer and Comptroller of MSHPM and manages all of the cash, bank accounts and financial records for the Society. This includes recording and depositing all sources of revenue, issuing and signing checks for approved expenses, preparing regular financial reports, filing any reports required by federal or state governments, and ensuring that annual budgets are prepared and monitored.

Specific Responsibilities

- Records & Reporting
- Assures that all receipts and disbursements are recorded consistent with the appropriate accounting conventions currently in practice
- Maintains accurate records of the Society's financial status
- Monitors and reports the financial status of the current year
- Prior to each monthly MSHPM Board meeting, prepares and advances a monthly financial report to be reviewed as an agenda item at the meeting
- Audits or reviews records periodically
- Prior to departing office, reviews all policies and procedures and provides detailed report of fiscal accounts and contacts to incoming Treasurer. Assists the incoming Treasurer in transitioning access to all accounts and facilitates the smooth transition of Treasurer responsibilities to the incoming Treasurer
- Manages reporting to appropriate state and governmental organizations and completes non-profit Corporation annual report with the State of Michigan
- Financial Transactions
- Establishes or maintains Society checking, savings, and investment accounts as directed by MSHPM Board and assists Board Chairperson in managing access (including account signature card updates)
- Is an authorized signer on bank and investment account(s)
- Coordinates collection of revenues from all sources, including revenues from educational programs, event sponsors, and membership dues
- Ensures the deposits or transfers all money received by MSHPM into MSHPM's bank accounts
- Follows-up on delinquent payments from members and conference registrants
- Pays all bills as submitted, per the approved MSHPM budget or as directed by the MSHPM Board

Budgeting

- In cooperation with the MSHPM President, prepares the annual budget for the next year and submits the Budget to the MSHPM Board
- Ensures that monthly financial reports include comparisons of year-to-date actual revenue and expense to budget

Board & Officer Duties

- Assures that Directors and Officers Liability Insurance is in place as directed by the MSHPM board

TREASURER - (Continued)

- Acts as an official representative of the MSHPM
- Participates in MSHPM Annual Leadership Retreat
- Serves as a full voting member on the Board
- Supports and advises Committees as requested
- Provides a thorough orientation and understanding of policies and procedures related to the Treasurer role to the Assistant Treasurer in order to enable the Assistant Treasurer be to successfully assume the role of Treasurer if elected

Attendance Responsibilities

- Complies with attendance requirements for MSHPM Board members
- Attends a minimum of 50% of Chapter activities annually

Eligibility Criteria

- Must be a member of MSHPM and have completed at least one term as a Board of Directors member
- Dedication to MSHPM
- Leadership, communication, and organizational skills
- Must be familiar with basic accounting principles and processes
- Must be familiar with basic budget development and possess basic financial management skills
- Completion of one term as Assistant Treasurer (preferred; may be waived by MSHPM Board)

Term of Office:

Two (2) Years

ASSISTANT TREASURER

The Assistant Treasurer is an MSHPM Board appointed role designed to provide a structured learning opportunity for an individual that is interested in subsequently serving as Treasurer of MSHPM. During the term as Assistant Treasurer, the individual will work closely with and under the supervision of the MSHPM Treasurer. On completion of their term as Assistant Treasurer, they may be nominated for the position of Treasurer if they meet all eligibility requirements of that position. However, completion of a term as Assistant Treasurer does not automatically grant the individual the right to serve as Treasurer; they must still be elected to that position. If elected as Treasurer, they will work with the outgoing Treasurer to achieve a smooth transition of the Treasurer function. In their role as Assistant Treasurer, they will have the responsibilities and authority as specified below and as otherwise prescribed by the Treasurer and MSHPM Board.

ASSISTANT TREASURER (Continued)

Specific Responsibilities:

- Records & Reporting
- Assists in maintaining accurate records of the Society's financial status
- As directed by the Treasurer:
 - Monitors and reports the financial status of the current year
 - Prior to each monthly MSHPM Board meeting, prepares and advances a monthly financial report to be reviewed as an agenda item at the meeting
 - Assists in audits or reviews of records periodically
 - Assists in reporting to appropriate state and governmental organizations and completes non-profit Corporation annual report with the State of Michigan
 - Financial Transactions
- As directed by the Treasurer:
 - Assist with the collection of revenues from all sources, including revenues from educational programs, event sponsors, and membership dues
 - Assists with the depositing or transfer of money received by MSHPM into MSHPM's bank accounts
 - Follows-up on delinquent payments from members and conference registrants
 - Budgeting - in cooperation with the MSHPM President and Treasurer, may assist with preparation of the annual budget for the next year

Board & Officer Duties

- Acts as an official representative of the MSHPM
- Participates in MSHPM Strategic Planning Meetings
- As directed by the Treasurer, supports and advises Committees
- May as directed by the Treasurer, participate in MSHPM Board Meetings; the Assistant Treasurer is not an Officer or member of the MSHPM Board

Attendance Responsibilities

- Attends a minimum of 50% of Chapter activities annually

Eligibility Criteria

- Must be a member of MSHPM
- Dedication to MSHPM
- Leadership, communication, and organizational skills
- Familiarity with basic accounting principles and processes (preferred) and basic budget development

Term: By appointment of the MSHPM Board. Typically one year or less.

SECRETARY

The Secretary maintains the MSHPM 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 MSHPM'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 before next 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
- Participate in the Annual Leadership Retreat
- 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 MSHPM
- Leadership, communication, and organizational skills

Term of Office: Two (2) Years – Renewable

Committee Responsibilities: Serve as an Officer of the Board

COMMITTEES

COMMITTEE ON AUDIT AND FINANCE

The Committee on Audit and Finance shall be chaired by the Vice President 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 Vice President 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 MSHPM 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 Leadership Retreat
- 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:

- Dedication to MSHPM

Term:: One (1) Year - Renewable

COMMITTEE ON BYLAWS

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

CHAIR, COMMITTEE ON BYLAWS

Responsibilities:

- Schedule meetings as necessary to ensure that the Chapter is conducting its business in accordance with the Bylaws
- Review the Bylaws on an annual basis to provide the Board with recommended changes
- Report Committee activities to the Board and Executive Committee
- Serve as primary spokesperson for the Committee at the MSHPM Board, while serving as a voting Board member

Attendance Responsibilities:

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

Eligibility Criteria:

- Dedication to MSHPM
- Leadership, communication, and organizational skills

Term:: One (1) Year - Renewable

MEMBER, COMMITTEE ON BYLAWS

Responsibilities:

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

MEMBER, COMMITTEE ON BYLAWS (Continued)

Attendance Responsibilities:

- Must attend all meetings scheduled by the Chair

Eligibility Criteria:

- Dedication to MSHPM
- 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 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, email, website and Social Media. The Committee is responsible for the preparation and coordination of ongoing member communications, including; new member welcome packet, website and other external communications (press releases, advertising, Social Media, etc.) The Committee should provide website updates and emails at least quarterly.

CHAIR, COMMITTEE ON COMMUNICATIONS

Responsibilities:

- Solicit and edit Committee news from Chairs for member communications
- Coordinate, maintain, update webpage content highlighting current events and topics of interest to members.
- Coordinate posts to various social media sites to engage current MSHPM members and attract new members
- Prepare and coordinate content for all MSHPM written and electronic communication to ensure consistency, accuracy and timeliness for distribution to MSHPM members, the news media and all external venues
- Leverage local news, SHSMD, MHA, and other associations to increase relevant and newsworthy information for membership
- Arrange monthly meetings of the MSHPM Committee on Communication
- Coordinate with the other Committee Chairs, as needed
- In conjunction with the Programs Director, prepare an annual budget for communications cost and provide to the Treasurer

CHAIR, COMMITTEE ON COMMUNICATIONS - (Continued)

- Serve as point person for MSHPM in expanding into the use of other social media
- Serve as primary spokesperson for the Committee at the MSHPM Board, while serving as a voting Board member
- Participate in the Annual Leadership Retreat
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

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

Eligibility Criteria:

- Dedication to MSHPM
- Leadership, communication, and organizational skills

Term: One (1) Year - Renewable

MEMBER, COMMITTEE ON COMMUNICATIONS

Responsibilities:

- 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

Eligibility Criteria:

- Dedication to MSHPM

Term: One (1) Year - Renewable

COMMITTEE ON MSHPM PROGRAMS

The Committee on MSHPM 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 SHSMD to bring relevant SHSMD educational programs to the local area.

CHAIR, COMMITTEE ON MSHPM 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 SHSMD as needed) at which the program will be held
- Arrange and chair all meetings of the Committee members
- Oversee Committee on MSHPM Programs members/volunteers to ensure assigned tasks are completed successfully
- Serve as primary spokesperson for the Committee at the MSHPM 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 SHSMD Face-to-Face and SHSMD Qualified Education credits
- Keep records of events to report to SHSMD and for Chapter records
- Submit an oral MSHPM Committee Report to the Board or Executive Committee monthly
- Serve as primary spokesperson for the Committee at the MSHPM Board, while serving as a voting Board member
- Participate in the Annual Leadership Retreat
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

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

CHAIR, COMMITTEE ON MSHPM PROGRAMS (Continued)

Eligibility Criteria:

- Dedication to MSHPM
- Leadership, communication, and organizational skills

Term: One (1) Year - Renewable

MEMBER, COMMITTEE ON MSHPM 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 SHSMD as needed) at which the program will be held
- Assist with keeping records of events to report to SHSMD and for Chapter records

Attendance Responsibilities:

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

Eligibility Criteria:

- Dedication to MSHPM
- 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 MSHPM 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 SHSMD members
- Serve as primary spokesperson for the Committee at the MSHPM Board, while serving as a full Board member
- Write a membership update message for select MSHPM newsletter issues
- Develop tactics to increase membership and improve member retention
- Create and/or update an orientation presentation for explaining SHSMD and MSHPM to new members and potential new members
- Participate in the Annual Leadership Retreat
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

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

Eligibility Criteria:

- Dedication to MSHPM
- Leadership, communication, and organizational skills

Term:

- One (1) Year - Renewable

MEMBER, COMMITTEE ON MEMBERSHIP

Responsibilities:

- Attend Committee meetings or participate in Committee conference calls
- Support council activities by leading, actively participating in or assisting with activities/tactics adopted by the council
- Represent MSHPM and SHSMD OF THE AHA 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

Attendance Responsibilities:

- Attend majority of meetings called by the Chair

Eligibility Criteria:

- Dedication to MSHPM
- 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 Executive Committee. The MSHPM 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 or by electronic vote in the fourth quarter. The Committee shall annually solicit from the members, nominees for Vice President, Treasurer, and Secretary in the third quarter of each year. Nominees will present to the Committee their desires and credentials for the selected office and the Committee will select the candidate they feel is most qualified for each position. The nominees along with the year's nominees for Committee Chairs shall constitute the Slate of Officers and will be presented for vote at the Annual Business Meeting of the membership or by electronic vote in the fourth quarter.

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 or by electronic vote in the fourth quarter.
- Promote diversity within the Chapter by supporting a diverse and inclusive slate of candidates
- Assist with the review of job descriptions to meet the current needs of the Chapter
- Serve as primary spokesperson for the Chapter at the MSHPM Board, while serving as a voting Board member, for nomination related business.
- Participate in the Annual Leadership Retreat
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

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

CHAIR, COMMITTEE ON NOMINATIONS

Eligibility Criteria:

- Must be immediate Past-President
- Dedication to MSHPM
- 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 Nomination Committee meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Must be a member of the MSHPM
- Dedication to MSHPM.

Term: One (1) Year - Renewable

COMMITTEE ON SPONSORSHIPS

The Committee is responsible for identifying and securing corporate financial sponsorships for MSHPM and its activities. Developing and maintaining relationships with organizations to secure financial support and to enhance those organizations' brand visibility within MSHPM 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 MSHPM Board, while serving as a voting Board member
- Participate in the Annual Leadership Retreat
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

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

Eligibility Criteria:

- Dedication to MSHPM
- Leadership, communication, and organizational skills

Term:

- One (1) Year - Renewable

MEMBER, COMMITTEE ON SPONSORSHIPS

Responsibilities:

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

Attendance Responsibilities:

- Attend the quarterly Committee on Sponsorship meetings

Eligibility Criteria:

- Dedication to MSHPM

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 SHSMD and MSHPM. Such strategies as job shadowing programs, mentoring, scholarship assistance, SHSMD 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 SHSMD 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 SHSMD and for Chapter records
- Submit a MSHPM Chapter of SHSMD Committee Report form to the Board monthly
- Serve as primary spokesperson for the Committee at the MSHPM Board, while serving as a voting Board member
- Participate in the Annual Leadership Retreat
- Review and update respective sections of the Leadership Manual

Attendance Responsibilities:

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

CHAIR, COMMITTEE ON STUDENT ACTIVITIES (cont'd)

Eligibility Criteria:

- Dedication to MSHPM
- Leadership, communication, and organizational skills
- It is strongly encouraged that the Chair be certified as a Member by SHSMD, or actively pursue Member certification with the intent to achieve Member status.

Term: One (1) Year - 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
- 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

Attendance Responsibilities:

- Attend all meetings called by the Student Activities Committee Chair
- Actively participate in meetings in person or through virtual connection

Eligibility Criteria:

- Dedication to MSHPM
- Willingness to be engaged in the Committee's projects and deliverables as assigned by the Chapter Board

Term:

- One (1) Year - Renewable

MEMBERS AT LARGE

At-large Corporate Board members shall number no less than four or more than ten at any given time. 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 Member Board members

Attendance Responsibilities:

- Must attend 75% of monthly Board meetings
- Attend a minimum of 50% of Chapter activities annually

Eligibility Criteria:

- Dedication to MSHPM
- Leadership, communication, and organizational skills
- It is strongly encouraged that the Member At Large be certified as a Member by SHSMD, or actively pursue Member certification with the intent to achieve Member status.

Term of Appointment:

- One Year (1) Year - 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 Member 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:

- Dedication to MSHPM
- Leadership, communication, and organizational skills

Term of Appointment:

- One (1) Year - Renewable

Committee Responsibilities:

- Work closely with Committee on Student Activities

SELECTION OF NEW BOARD MEMBERS

NOMINATION PROCESS

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

ONBOARDING NEW BOARD MEMBERS

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

1. Attend an On-Boarding Conference Call
2. Review the MSHPM 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

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

- MSHPM Leadership Manual
- Review of resources available in the Chapter
- 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 Leadership Retreat
- Upcoming networking events/leadership training

CONTINUITY DOCUMENTS - (Continued)

- 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
- MSHPM Bylaws

TRANSITION OF MEMBERS FROM THE BOARD:

Members of MSHPM 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 MSHPM 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 MSHPM, as specified. If it is determined the individual is unable or unwilling to perform the duties of the position he/she holds, request the resignation of the individual as soon as possible/practical.
 - If the member acknowledges the issue as described above, but indicates he/she desires the opportunity to improve their performance to a satisfactory level, the President will work with the individual to establish a remediation plan, provide assistance, and establish a timeline for expected satisfactory performance.
 - If the remediation plan is not performed, and/or satisfactory performance is not achieved, and if the member is unwilling to resign, the President will either schedule a special meeting of the Board to adjudicate this matter or include it on the agenda for the next monthly Board meeting. The President will ensure to allot sufficient time to present the facts concerning the situation and offer the member in question the opportunity to speak on their own behalf or defend themselves. At the conclusion of the discussion surrounding this situation, the Board will vote to determine whether the individual will remain on the Board. A simple majority vote decides the action.
 - If the member is terminated from the Board, the President will work with the Board to find a qualified member of the Chapter to fill the remaining term of the position.

ASSESSMENT OF PERFORMANCE

MSHPM 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 MSHPM 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 MSHPM members on an annual basis. The MSHPM Board reviews these results each year as a measure of Chapter performance, and as input into the MSHPM strategic planning process.

BOARD SURVEY

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

PRESIDENT'S RECOGNITION LETTER

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

APPROVAL SIGNATURES

The Chapter Board has approved the above MSHPM Leadership Manual, as written.

Megan Yore
President, MSHPM

July 2018

Jennifer Dale
Vice President, MSHPM

July 2018

**APPENDIX
MHSPM BYLAWS**

An independent chapter of the Society of Healthcare Strategy and Market Development of the American Hospital Association

ARTICLE I – NAME

The name of the organization shall be the Michigan Society for Healthcare Planning and Marketing (“MSHPM”), an independent chapter of the Society of Healthcare Strategy and Market Development (“SHSMD”) of the American Hospital Association.

ARTICLE II – MISSION AND AFFILIATION

Section 1: Mission

The mission of MSHPM is to be the professional membership society throughout the state of Michigan for those in strategic planning, marketing, business development, physician relations, communications and public relations, and other related fields; to meet its members’ professional, educational, and leadership needs; to promote high ethical standards and conduct; to advance healthcare practice excellence; and to promote the mission of SHSMD. In addition MSHPM shall provide a state 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 MSHPM shall be:

- A. To provide high quality educational forums and informative professional development opportunities for healthcare planning and marketing professionals, and to serve as a resource for other healthcare professionals throughout the state of Michigan. MSHPM shall also promote the highest standards of professional and ethical conduct.
- B. To accomplish these goals, MSHPM is organized and operated exclusively for purposes described in Section 501(c)(3) of the Internal Revenue Code (the “IRC”), or the corresponding section of any future United States federal tax code.
- C. No part of the net earnings of MSHPM shall inure to the benefit of, or be distributed to its members, officers, or other private persons, except that the MSHPM shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth above in these Bylaws.
- D. No substantial part of the activities of MSHPM shall consist of carrying on propaganda, or otherwise attempting to influence legislation, nor shall MSHPM, directly or indirectly, participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office.
- E. Notwithstanding any other provision of these Bylaws, MSHPM shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under Section 501(c)(3) of the IRC, or the corresponding section of any future United States federal tax code, or (b) by a corporation,

contributions to which are deductible under Section 170(c)(2) of the IRC, or the corresponding section of any future United States federal tax code.

Section 3: Affiliation with SHSMD

So long as MSHPM remains an independent chapter of SHSMD, it shall operate in accordance with the SHSMD chapter agreement in force at that time. MSHPM 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 MSHPM in meeting its mission and purpose. All such payments shall be made in accordance with these Bylaws.

Section 4: Organizational Identity

MSHPM, as an independent chapter, is a distinct, separate entity from SHSMD. 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 SHSMD to serve as MSHPM's registered agent. SHSMD shall not be liable for the debts and obligations of MSHPM. MSHPM shall not be liable for the debts and obligations of SHSMD.

ARTICLE III – MEMBERSHIP AND DUES

Section 1: Eligibility

All affiliates, including SHSMD members, who agree with the mission and purpose of the organization and are located within MSHPM's assigned geographic territory, defined as the state of Michigan, may be members of MSHPM.

Section 2: Establishment of Membership

Membership in MSHPM shall become effective once an affiliate pays MSHPM dues. MSHPM shall charge dues for membership in the chapter. Dues shall be charged by and paid to MSHPM in accordance with the dues schedule in force at the time. The dues schedule shall be set annually by the Corporate Board.

Section 3: Categories of Membership

The membership of MSHPM shall consist of active members and student members, as defined below:

- A. Active Membership. Shall be available to persons who are employed by a hospital, allied hospital association, multi-institutional system, healthcare network, health maintenance organization, health plan or any other healthcare service, including higher education. Active membership will also be available to employees of wholly owned subsidiaries of healthcare providers; consulting firms; law firms; third party payers; health or hospital administration programs; pharmaceutical or medical device companies; or federal, state, or local government agencies. Other interested parties also may qualify for active membership.
- B. Student Membership. Shall be available to full-time and part-time students whose studies concentrate on disciplines relevant to the focus of MSHPM and the responsibilities of its active members. Student members are not entitled to vote or run for an MSHPM Officer or Corporate Board position. However, a student representative, if appointed by the Corporate Board, may serve as a non-voting advisory member of the Corporate Board for a one year term. If a student representative is appointed as a non-voting

advisory member of the Corporate Board, the student representative must also serve on the Committee on Student Activities.

Section 4: Resignation

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

Section 5: Dues

MSHPM shall charge dues for membership in the chapter. Dues shall be charged by and paid to MSHPM in accordance with the dues schedule in force at the time. The dues schedule shall be set annually by the Corporate Board.

Section 6: 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 MSHPM.

ARTICLE IV – MEETINGS OF MEMBERS

Section 1: Meetings of Members

Meetings of the MSHPM 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 MSHPM.

Section 2: Business Meetings

MSHPM shall conduct an annual business meeting and such other meetings of members (“Membership Meetings”) as determined by the MSHPM Corporate Board

Section 3: Notice of Meetings

Written notice stating the place, day and hour of the meeting shall be delivered to each member of record entitled to vote at such meeting, not less than 5 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 MSHPM members in good standing shall have the right to vote. Members may not vote by proxy. MSHPM may utilize any method of voting permitted by law, including electronic means.

Section 5: Quorum

A quorum shall consist of a majority of the MSHPM Corporate Board and a minimum of five other active members in good standing.

Section 6: Special Business Meetings

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

ARTICLE V – MSHPM CORPORATE BOARD AND ELECTIONS

Section 1: Administration

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

Section 2: Eligibility of Corporate Board

All members of the Corporate Board and Officers must be members of MSHPM who have completed at least one year of active membership. The officers of President and Vice President must also be members of SHSMD.

Section 3: Corporate Board Composition

The MSHPM Corporate Board shall be composed of the officers of President, Vice President, Immediate Past President, Secretary, Treasurer, Committee Chairpersons as well as such other at-large corporate board members deemed appropriate by the Committee on Nominations. At-large Corporate Board members shall number no more than seven at any given time and shall be responsible for participating as a member of at least one committee. Corporate Board positions shall be for the term length identified in Section 6 and any reappointments thereafter shall be at the purview of the Committee on Nominations as part of their annual slate.

A student representative, if approved by the Corporate Board, may also be appointed to serve as a non-voting advisory member of the Corporate Board for a one-year term. If a student representative is appointed as a non-voting advisory member of the Corporate Board, the student representative must also serve on the Committee on Student Activities.

Section 4: Role of the MSHPM Board

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

Section 5: Composition of Officers, Committee Chairs, and At-Large Board Members

Officers must be members of MSHPM who have completed at least one term as a Corporate Board member. The following is a list of the officers of MSHPM, their roles and responsibilities. The President, Vice President, Immediate Past President, Secretary, Treasurer, and Committee Chairpersons shall be elected by the membership at a Membership Meeting or by electronic means and shall serve a term length as described in Section 6. Other than the President and Immediate Past President, the officers of Vice President, Secretary and Treasurer, as well as Committee Chairpersons, may seek additional terms if approved by the Committee on Nominations. Detailed descriptions of the job responsibilities for each position are provided in the MSHPM Leadership Manual, which will be reviewed and updated annually by the Vice President and approved by the Corporate Board.

- A. President. Shall have responsibility of chairing the Corporate Board and Membership Meetings. S/he shall have served at least two years as a Corporate Board member.

- B. Vice President. Shall have at least one year active Corporate Board membership. In addition to other duties assigned by the President, s/he shall serve as chair of the Committee on Audit and Finance.
- C. Immediate Past President. Shall have been the previous President and shall assist the President and Corporate Board as directed.
- D. Treasurer. Shall have the responsibility to coordinate all activities associated with financial management of MSHPM, including collecting revenues, maintaining funds, managing disbursements, and keeping proper accounting. S/he shall also present a monthly report of Revenue and Expenses to the MSHPM Corporate Board and serve on the Committee on Audit and Finance.
- E. Secretary. Shall maintain the MSHPM records and data and assist the President in the preparation of meeting minutes; assist the Immediate Past President in MSHPM elections and maintain and update all MSHPM rosters.
- F. Standing Committee Chairpersons. Shall preside over an assigned standing committee as outlined in Article VI – Committees, Affiliates, and Appointments, Section 1: Standing Committees.
- G. At-Large Board Members – Committee Members. Shall represent the general MSHPM membership and serve as liaison between MSHPM and the Corporate Board. At-Large Board Members shall be Committee Member to one of the following Committees: Audit and Finance, Bylaws, Communications, Membership, Programs, Student Activities and Sponsorships.
- H. Any SHSMD Officer or SHSMD Board member who is also a member in good standing of MSHPM may serve upon appointment by the MSHPM Corporate Board as an ex-officio non-voting advisory member of the MSHPM Corporate Board.

Section 6: Term of Office

The terms of Corporate Board members shall commence on January 1st and shall continue for the following term lengths, or until replaced by a subsequent election, re-election, or appointment.

- A. President. Three-year term.
- B. Vice President. One-year term.
- C. Secretary and Treasurer. Two-year term.
- D. At-Large Board Members. One-year term.

Section 7: MSHPM Corporate Board Election Process

The process for selecting MSHPM Corporate Board members shall be as follows:

- A. Officers. The Corporate Board shall meet annually as the Committee on Nominations and develop the slate of officers for open officer positions (President, Vice President, Secretary and Treasurer, as applicable) to be presented for election by the membership at a Membership Meeting or by electronic means. The President shall have the responsibility to contact potential candidates to confirm their willingness to serve prior to the election.

- B. Committee Chairpersons and At-Large Committee Members. The President will send correspondence to all participating Committee Members each year soliciting recommendations for the next year's Committee Chairpersons and At-Large Committee Members. The President will review the recommendations with the Vice President and develop a proposed slate of candidates for Committee Chairpersons and At-Large Committee Members for recommendation to the Corporate Board. The Corporate Board (serving as the Committee on Nominations) will ratify or change the recommendations and the final recommendations will be presented for election by the membership. The President shall have the responsibility to contact potential candidates to confirm their willingness to serve prior to the election.

Section 8: Elections for Officers and Members of the Corporate Board

An annual election will be held for open MSHPM Officer positions, Corporate Board members, Committee Chairs and for any Corporate Board members required to fill any vacancies shall be elected annually. They shall be elected by secret ballot at a Membership Meeting or by electronic means except when there is only one candidate for an office, in which case the Corporate Board President shall call for election of the candidate, by acclamation. When there are two or more candidates for an office, a majority vote of members shall constitute an election.

Section 9: Vacancies

Vacancies occurring in the Corporate Board 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 election of a successor at a Membership Meeting or by electronic means.

Section 10: Corporate Board Meetings

Regular meetings of the MSHPM Corporate Board shall be held at least four times during a year at such time, place and mode of meeting as the President may determine. The President or any 3 other Corporate Board members may also call special meetings of the Corporate Board.

Section 11: Notice

Notice of any regular or special meeting of the Corporate Board 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 member may waive notice of any meeting.

Section 12: Quorum

One-half of the voting members of the Corporate Board 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 and must declare a conflict of interest for the record.

Section 13: Attendance

It is expected that all MSHPM Corporate Board members will be active participants in MSHPM affairs. Those not in attendances for at least 70% of Corporate Board meetings on an annual basis will be subject to removal from office at the discretion of the Committee on Nominations.

Section 14: Action of the Corporate Board

Except as otherwise provided by law, the Articles of Incorporation, or these Bylaws, the act of a simple 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: Participation By Means Of Communications Equipment

A member of the Corporate Board 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 16: 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 VI – COMMITTEES, AFFILIATES, AND APPOINTMENTS

Section 1: Standing Committees

The Corporate Board shall annually prepare a list of nominees to serve on the MSHPM 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 MSHPM standing committees and their charges. A more detailed description of Committee responsibilities is included in the MSHPM Leadership Manual.

- A. Committee on Nominations. The Committee on Nominations shall consist of the voting members of the Corporate Board. The MSHPM Immediate Past President shall serve as the committee chairperson. The Committee is responsible for recommending the next year's slate of officers to be voted on by the membership. The Committee shall annually solicit from the members, nominees for President-elect, Secretary and Treasurer in the third quarter of each year. Nominees will present to the Committee their desires and credentials for the selected office and the Committee will select the candidate they feel is most qualified for each position. The nominees along with the year's nominees for Committee Chairpersons shall constitute the Slate of Officers and will be presented for vote at a Membership Meeting or by electronic means.
- B. Committee on Audit and Finance. The Committee on Audit and Finance shall consist of at least two members appointed by the MSHPM Corporate Board and shall be Chaired by the President-elect. The committee shall arrange and supervise an annual audit of the MSHPM in accordance with generally accepted accounting principles and practices as well as prepare an annual budget under direction of the Corporate Board. The MSHPM Treasurer shall serve as staff to this committee.
- C. Committee on Bylaws. The Committee shall annually review the MSHPM Bylaws and Articles of Incorporation and develop recommendations for improvements, necessary updates and/or alterations.

These recommendations shall be made to the Corporate Board annually, as detailed in the Leadership Manual. In addition the Committee should work with the Vice President to ensure the Leadership Manual follows the MSHPM Bylaws and includes an updated annual timetable for Corporate Board Members to meet their bylaw obligations. .

- D. Committee on Communications. The Committee shall be responsible for the preparation and coordination of the MSHPM Newsletter, website and all external communications (press releases, advertising, etc.), as detailed in the Leadership Manual..
- E. Committee on Membership. The Committee shall be responsible for developing strategies for MSHPM membership growth and retention.
- F. Committee on MSHPM Programs. The Committee shall be responsible for planning, staging and evaluating all membership educational and networking programs. This shall include regular programs for the membership, including the Membership Meetings, as well as working with SHSMD to bring relevant educational programs of theirs to the local area or virtually through webinars.
- G. Committee on Student Activities. The Committee shall be responsible for developing programming to interest health services management students and faculty in the activities of MSHPM and SHSMD. Such strategies as mentoring, scholarship assistance for SHSMD annual meeting attendance and the like should be the core of the committee's annual agenda.
- H. Committee on Sponsorships. The Committee shall be responsible for identifying and securing corporate financial sponsorships for MSHPM and its activities. Developing and maintaining relationships with organizations to secure financial support and to enhance those organization's brand visibility within MSHPM will be essential to the committee's success.

Section 2: Participating Associates

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

Section 3: Special Committees

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

Section 4: Appointments

The Corporate Board has the authority to appoint any MSHPM member, in good standing, as an ex-officio non-voting member of the MSHPM Corporate Board to fill a specific need. This appointment will be based on a specific job description, approved by the Corporate Board and included in the Leadership Manual, and shall be for a defined timeframe as deemed appropriate and approved by the Corporate Board. The appointments may include, but are not limited to the Assistant Treasurer and Assistant Secretary positions.

ARTICLE VII – CONFLICT OF INTEREST

Section 1: General

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

Section 2: Disclosure of Conflict of Interest

Each nominee for a MSHPM Corporate 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 MSHPM Corporate Board for that purpose.

ARTICLE VIII – AMENDMENTS

Section 1: Amendments

These Bylaws or the MSHPM Articles of Incorporation may be altered or amended by a simple majority vote of the MSHPM membership voting thereon.

Section 2: Review of MSHPM Bylaws and Articles of Incorporation

Prior to enactment or modification, these Bylaws or MSHPM's Articles of Incorporation may need to be reviewed and approved by SHSMD in accordance with existing policies and procedures. SHSMD and the MSHPM shall maintain a record of all revisions to the Bylaws, including effective dates.

ARTICLE IX – DISSOLUTION

Section 1: Dissolution of the MSHPM

MSHPM 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: MSHPM Assets

Upon the dissolution of MSHPM, all assets remaining after the settlement of any debts and obligations shall be distributed at the direction of the MSHPM Corporate Board for one or more exempt purposes within the meaning of Section 501(c)(3) of the IRC, or the corresponding section of any future federal tax code.

ARTICLE X – MISCELLANEOUS PROVISIONS

Section 1: Execution of Contracts

The MSHPM Corporate 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, MSHPM, 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 MSHPM 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 MSHPM Corporate Board.

Section 2: Fiscal Year

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

Section 3: Effect of Bylaws

These Bylaws are in all respects subordinate to, and shall be controlled by, applicable provisions of the corporate laws (profit or non-profit) of the State, other applicable laws, and the Articles of Incorporation of MSHPM. Except as these Bylaws may be inconsistent with such laws and Articles, they shall regulate the conduct of the business and affairs of MSHPM 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 MSHPM and each person who serves or has served at the request of MSHPM 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 MSHPM to the fullest extent permitted by the non-profit corporation laws of the State as they may be in effect from time to time.

MSHPM may, to the extent authorized from time to time by the Corporate Board, grant rights to indemnification to any agent or employee of MSHPM or any other person serving MSHPM 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, MSHPM 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 IRC. No rights of subrogation are intended to be created by this Section.

Section 5: Insurance

MSHPM 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 MSHPM 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 by MSHPM Membership: October 19, 2018

Effective Date: January 1, 2019

SURVEY A
2017 MSHPM Fall Regional Meetings

1. How did you first hear about the event?

- Facebook Word of Mouth
 Email Newsletter
 MSHPM website LinkedIn

2. How would you rate this event overall?

- Excellent Fair
 Good Poor

3. Would you recommend this event to your colleagues? Yes No

4. How likely are you to attend a similar event in the future? Likely Not Likely

5. What did you like best about the event?

6. Was there anything at the event you think we could have done better?

7. How would you rate the venue for this event?

- Excellent Fair
 Good Poor

8. Do you have recommendations for future speakers / topics?

9. Did you feel the speaker provided information that is useful and relevant?

- Yes No

10. Are you planning to attend our 2018 Spring Conference?

SURVEY C

CHAPTER BOARD SURVEY

CHAPTER INFRASTRUCTURE

1. The Chapter keeps its bylaws current and adds to them as needed.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

2. All Chapter Board positions are filled in a timely manner when vacated and are currently fully staffed.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

3. The full Chapter Board met at least two times this year. Meetings were planned and scheduled in advance for the purpose of completing Chapter business.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

Comments.

BUDGETING

1. The Chapter has effectively and responsibly allocated and accounted for all monies budgeted throughout the year.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

Comments.

LEADERSHIP

1. The Chapter Board is aware of critical Chapter issues.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

2. The Chapter Board uses its regular meetings in an effective manner.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

3. Conflict among the Board is dealt with in a straightforward and assertive manner.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

4. The Chapter usually reSHSMD of the AHAs decisions by consensus after some debate.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

Comments.

STRATEGIC PLANNING

1. The Chapter conducted a brainstorming session for strategic planning.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

2. The Chapter included strategic thinking and conversation as part of every Chapter Board meeting when planning of the future.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

3. The Chapter effectively surveyed its members to gather data in order to help the Chapter make strategic decisions.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

4. The Chapter is forward thinking regarding the challenges facing the Chapter and strives to be proactive in their solutions.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

Comments.

EDUCATION

1. The Chapter has effectively and responsibly allocated and accounted for all monies budgeted throughout the year.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

2. The Chapter education programs are in line with SHSMD OF THE AHA criteria, mission, and purpose.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

3. The Chapter plans and effectively executes an annual conference or annual workshops.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

4. The Chapter has regional groupings to provide networking opportunities.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

Comments.

MEMBER COMMUNICATION

1. The Chapter Board seeks to enhance the members' experience with the Chapter.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

2. The Chapter seeks members' input on decisions.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

3. Chapter members feel that they can share their needs with the Board officers and that action will be taken if possible.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

4. The Chapter communicates effectively with members via a newsletter or other tool to update members on Chapter news.

_____ Strongly Agree _____ Agree _____ Disagree _____ Strongly Disagree

Comments. _____

CONFLICT OF INTEREST AND DISCLOSURE OF CERTAIN INTERESTS

DATE:

TO Members of the MSHPM Board

FROM: _____, **MSHPM President**

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

The Bylaws of the Michigan Society for Healthcare Planning and Marketing (MSHPM) contain the following provision with respect to conflicts of interest:

ARTICLE VII - CONFLICT OF INTEREST

Section 1: General

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

Section 2: Disclosure of Conflict of Interest

Each nominee for a MSHPM Corporate 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 MSHPM Corporate Board for that purpose.

Pursuant to the Bylaws and policies of MSHPM, please complete and return the enclosed questionnaire to **(name of Chapter President)**, 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.

Michigan Society for Healthcare Planning and Marketing (MSHPM) 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 Michigan Society for Healthcare Planning and Marketing (MSHPM).

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

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 MSHPM has entered into a transaction;
- B. an ownership interest in, or compensation arrangement with, any entity or individual with which MSHPM 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 MSHPM.

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 MSHPM.
- B. Each Representative shall also notify the President of MSHPM 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.

Approved: [insert date]

QUESTIONNAIRE & STATEMENT REGARDING CONFLICT OF INTEREST

Pursuant to the purposes and intent of the Bylaws and policies of the Michigan Society for Healthcare Planning and Marketing (MSHPM) 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 MSHPM, 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 MSHPM has entered into a transaction.

RESPONSE:

() None

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

RESPONSE:

() None

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

RESPONSE:

() None

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 MSHPM, except as listed below:

RESPONSE:

() None

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

RESPONSE:

() None

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 MSHPM 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 MSHPM any further transactions that might develop before completion of my next questionnaire.
- That I have truthfully answered all questions in this document.

(NAME)

(SIGNATURE)

//

(DATE)

(POSITION)

RETURN TO: MSHPM President

MSHPM ANNUAL AFFIRMATION OF SERVICE

1. I will commit to supporting and enhancing the mission, vision and values of MSHPM.
2. I have read the MSHPM 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 MSHPM events and in interactions among all chapter board directors, chapter members, and volunteers.
7. I commit to strengthening the membership of MHSPM by promoting it to nonmember colleagues and will commit to encouraging MSHPM 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 MSHPM.
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 MSHPM 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.