



hfma[™] florida chapter
healthcare financial management association

POLICY & PROCEDURE MANUAL

Revision February 2018

Table of Contents

I. Chapter Leader Job Descriptions	5
A. Officers	5
1. President.....	5
2. President-Elect	5
3. Secretary	6
4. Treasurer.....	6
5. Immediate Past President	7
B. Directors	7
1. Director of Education / Program Chair	7
2. Director of Policy and Finance	8
3. Director of Administration	9
4. Director of Member Services	9
5. Regional Director (North and South)	9
6. Director of Education / Interactive Learning.....	10
7. Director of Interactive Learning.....	11
8. Director of Innovation.....	12
C. Committee Chairs	12
1. Bylaw Compliance Chair	12
2. Certification Chair.....	12
3. Communications Chair	13
4. Curriculum Chair.....	13
5. Data Management Committee Chair.....	13
6. DCMS Chair	14
7. Forum Chair(s)	15
8. Early Careerist Committee Chair.....	16
9. Founders Merit Awards Chair	17
10. LINK Chair	17
11. Membership Chair.....	18
12. Membership Engagement Chair	18
13. Policy Chair	18
14. Regional Education Chair(s)	19
15. Registration Chair	20
16. Scholarship Chair.....	20
17. Sponsorship Chair.....	21
18. Strategic Alliance Chair	21
19. University Relations Chair.....	22
20. Volunteer Outreach Chair	22
21. Webinar Chair.....	23
22. Webmaster	23

II. Special Committees of the Board	24
A. Nominating Committee	24
B. Financial Review Committee	24
C. Executive Committee	25
III. Chapter Leadership Development	25
A. Succession Plan	25
B. President Elect-Elect	26
C. Strategies	26
IV. Education	27
A. Speaker Gifts	27
B. CPE Credit	27
C. Guest Policy	30
D. Registration Fees / Waivers	30
E. Registration Fee Refunds	30
F. Speaker Fees	30
G. Joint and Co-Sponsored Educational Programs	30
H. Promotional Materials by Vendors	31
I. Attendee List	31
J. Conference Raffle Prizes	31
K. Complaint Resolution	31
L. Post-Conference Procedures - Statewide & Regional Educational Events	31
V. Finances	32
A. Check Request	32
B. Travel Expenses	34
C. LTC Expenses	35
D. ANI Expenses	35
E. Fall President's Meeting Expenses	35
F. Other Meeting Expenses	35
VI. Scholarships	35
A. Certification Scholarship	36
B. Conference Scholarship	36
VII. Corporate Sponsorship Program	29
A. Categories and benefits of corporate sponsorship	29
B. Additional benefits available by sponsors level	29
C. Details of the Corporate Sponsorship Program	29
D. Region 5 Institute Exclusion	30
VIII. Installation Banquet and Awards	30
A. The format of the installation banquet will be as follows:	30
B. The following awards may be presented by the President:	30
IX. HFMA National Policies	30
A. Guidelines for Chapter Use of Mailing List and Database of HFMA Members	30
1. Mailing list	30
2. Examples of chapter business usage include:	30

3.	Sponsorship	31
4.	Email Communication	31
B.	Whistleblowers Protection Policy	31
C.	Conflict of Interest Policy	31
D.	Record Retention Policy	31
X.	Chapter Organizational Chart	32
XI.	Region Five Operating Agreement	33

I. Chapter Leader Job Descriptions

A. Officers

1. President

- a. Participate in the activities of the Board of Directors.
- b. Act as the chapter's chief operating officer and oversee all chapter activities.
- c. Ensure member needs are addressed and that a high-quality level of education and networking activities are maintained.
- d. Develop goals and objectives of the chapter in conjunction with the Board of Directors and leadership members. Document goals and objectives in the chapter's strategic plan and operating manual. Distribute copies of the strategic plan and manual to the Board members and leadership team members. Ensure strategic plan is posted on the chapter website.
- e. Develop/maintain overall chapter organizational structure and Board member job descriptions in chapter operating manual.
- f. Work with chapter committees on an as-needed basis to facilitate achievement of goals and objectives.
- g. Conduct and preside at a minimum of four board meetings for the year and report pertinent information to the membership.
- h. Act as the chapter liaison with the region, Regional Executive, and other related healthcare organizations.
- i. Review and revise the chapter bylaws as necessary.
- j. Attend Fall Presidents Meeting for Region V and other HFMA National meetings as required.
- k. Chair Nominating Committee to select President-Elect and incoming Board.
- l. Attend all statewide Chapter meetings.
- m. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- n. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.
- o. Responsible for the following committees: Executive, Yerger, Nominating, LINK

2. President-Elect

- a. Participate in the activities of the Board of Directors.
- b. Provide support and assistance to the Chapter President and the general operations of the chapter.
- c. Act in the capacity of the President when he/she is unable to be present. The President-elect is delegated responsibility by the President at his/her discretion.
- d. Assist in selection of committee members for all chapter committees.
- e. Coordinate the chapter's planning and goal-setting process for the upcoming chapter year.
- f. Conduct planning meeting for the upcoming year.
- g. Attend all meetings that the President is unable to attend with his/her proxy, as

necessary.

- h. Participate in Region V Board meetings with the Chapter President
- i. Attend Region V Fall Presidents Meeting
- j. Attend all statewide Chapter meetings.
- k. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- l. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.
- m. Responsible for the following committees: Strategic Planning, Mini-LTC, Installation Banquet

3. Secretary

- a. Participate in the activities of the Board of Directors.
- b. Record the proceedings of the Chapter Board meetings and issue minutes within 30 days of the meetings as instructed by the Chapter President. Record necessary edits and re-issue as necessary for final approval no later than 60 days from the past meeting.
- c. Serve as the Davis Chapter Management System (DCMS) reporter for the Chapter:
 - i. Submit quarterly reports of Chapter activity to HFMA National as directed by Chapter President and Chapter Program Chair within 30 days of official Chapter events.
 - ii. Provide the President and Chapter Leadership Team with timely status reports and communication to directors and committee chairs as needed.
- d. Ensure timely completion of members' "Founders Points" information to HFMA National per the pre-published HFMA National calendar for the given year.
- e. Provide oversight of the Data Management Committee, ensuring that all chapter membership, sponsorship, and other committee data is maintained securely and accessible to authorized board and committee members.
- f. Administer the statewide Board of Directors election ballot distribution and counting of election ballots for the upcoming chapter year. Ballots should be distributed to chapter membership no later than January 31st each year.
- g. Notify Chapter members and HFMA National of Board election results with instructions from the President or his/her designee.
- h. Maintain a roster of members with assistance from the Membership Director.
- i. Attend all statewide Chapter meetings.
- j. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- k. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.
- l. Responsible for the following committees: DCMS, Bylaws Compliance, Founders, and Data Management

4. Treasurer

- a. Participate in the activities of the Board of Directors.
- b. Oversee the financial management of the chapter such as the development of an

- annual budget, maintaining control and accountability over revenues and expenditures, and financial reporting to the Board.
- c. Responsible for safekeeping, recording, and disbursing of all chapter funds in accordance with established fiscal policy, Board direction, and the annual operating budget.
 - d. Report all requested financial information to the HFMA National office.
 - e. Conduct an annual financial audit.
 - f. Keep chapter Board of Directors informed of current financial position.
 - g. Maintain records in accordance with generally accepted accounting principles on an accrual basis as directed by HFMA National.
 - h. Review and/or establish clear financial policies and procedures and chart of accounts.
 - i. Retain chapter financial records as required by HFMA National.
 - j. Establish a chapter checking account and obtain appropriate signature cards and resolutions in an appropriate institution per chapter policy.
 - k. Maintain chapter certificates of deposit or other investment vehicles and reinvest as directed by the Board of Directors.
 - l. Process payments on a timely basis after obtaining appropriate approvals and paperwork.
 - m. Attend all statewide Chapter meetings.
 - n. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
 - o. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.
 - p. Responsible for the following committees: Financial Review

5. Immediate Past President

- a. Participate in the activities of the Board of Directors.
- b. Chair of the Past Presidents Council
- c. Attend all statewide Chapter meetings.
- d. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- e. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.
- f. Responsible for the following committee: Past Presidents Council

B. Directors

1. Director of Education / Program Chair

- a. Participate in the activities of the Board of Directors.
- b. Develop and coordinate state-wide Chapter educational sessions, including

- program budget, content, speakers, attendee registration, site arrangements, conference brochure, conference survey(s), invoice payment, and meeting follow-up.
- c. Prepare and submit the Chapter education plan to National by required deadline with input from the Chapter President.
 - d. Act as a resource to the Chapter regional Education Directors and Webinar Chair to ensure timely and quality sessions.
 - e. Establish an Education Committee and report results to the Board as requested by the Chapter President.
 - f. Ensure the Chapter's educational sessions include a variety of topics to meet the members' needs and meet the Chapter's Chapter Balanced Score Card (CBSC) goal.
 - g. Distribute CPE Certificates to attendees.
 - h. Work with the Chapter Secretary to ensure that appropriate information is reported to HFMA National on a timely basis.
 - i. Work with the Chapter Communication Director to communicate Chapter education events timely to the Chapter membership.
 - j. Work closely with the Sponsorship Chair/Committee in preparation for state-wide conferences.
 - k. Attend all statewide Chapter meetings.
 - l. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
 - m. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.
 - n. Responsible for the following committees: Curriculum, Strategic Alliance, Onsite Logistics

2. Director of Policy and Finance

- a. Participate in the activities of the Board of Directors.
- b. Establish and guide the Corporate Sponsorship committee to meet stated and assigned goals for the Chapter year.
- c. Present recommendations to the Board for increasing Chapter Sponsorship finances in line with Strategic Plan goals.
- d. Develop and implement strategies for improving the promotion of the Corporate Sponsors through advertising, exhibiting and sponsorship opportunities.
- e. Work closely with the Program Chair and Sponsorship Chair/Committee in preparation for state-wide conferences.
- f. Establish and guide the Scholarship committee to ensure that the provider scholarship program is funded and properly administered.
- g. Establish and guide the Policy committee to maintain the chapter policy and procedure manual and incorporate policies approved by the board.
- h. Attend all statewide Chapter meetings.
- i. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- j. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

- k. Responsible for the following committee: Sponsorship, Policy

3. Director of Administration

- a. Participate in the activities of the Board of Directors
- b. Provide the Administration Group committees with the guidance and tools needed to meet their stated and assigned goals for the Chapter year. Act as a central communication point to the President and President-Elect for the committees grouped with this area. The typical committees included in this group are:
 - i. Website
 - ii. Communications
 - iii. History
- c. Assist in program development and execution at the regional and state level as requested.
- d. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- e. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

4. Director of Member Services

- a. Participate in the activities of the Board of Directors.
- b. Establish and guide the Member Services Group committee to meet stated and assigned goals for the Chapter year.
- c. Present recommendations to the Board for increasing Chapter membership in line with Strategic Plan goals.
- d. Develop and implement strategies for improving the Chapter's and HFMA's image through publications, interaction with other health care organizations, and proactive public relations efforts.
- e. Ensure membership booth is set up, staffed, and stocked with appropriate materials for state-wide, local and partnered conferences (e.g. HIMSS, FICPA) to attract new members.
- f. Responsible for the Registration Committee.
- g. Work closely with the Program Chair and Sponsorship Chair/Committee in preparation for state-wide conferences.
- h. Attend all statewide Chapter meetings.
- i. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- j. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

5. Regional Director (North and South)

- a. Participate in the activities of the Board of Directors.
- b. Establish regional education committees and report results to the Board as requested by the Chapter President.
- c. Coordinate regional/local Chapter educational sessions, including program budget,

- content, speakers, attendee registration, site arrangements, conference brochure, conference survey(s), invoice payment, and meeting follow-up.
- d. Prepare and submit the regional education plan to the Chapter Director of Education/Program Chair by required deadline.
 - e. Provide updates to the Chapter Education Director/Program Chair to ensure timely and quality sessions.
 - f. Ensure the regional educational sessions include a variety of topics to meet the members' needs and meet the Chapter's Chapter Balanced Score Card (CBSC) goal.
 - g. Distribute CPE Certificates to attendees.
 - h. Work with the Chapter Director of Education/Program Chair and the Chapter Secretary to ensure that appropriate information is reported to HFMA National on a timely basis.
 - i. Work with the Chapter Communication Chair to communicate regional education events timely to the Chapter membership.
 - j. Work with the Chapter Membership Services Director to promote the value of HFMA membership, provide information to non-members, and serve as liaison to new members in the region.
 - k. Attend all statewide Chapter meetings.
 - l. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
 - m. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

Geographic assignments for the Regional Director positions are as follows:

Region	Regional Education Committees
North	Destin - Escambia, Santa Rosa, Okaloosa, Walton, Holmes, Washington, Bay, Jackson, Calhoun, Liberty, Gulf, Franklin Gainesville - Gadsden, Leon, Wakulla, Jefferson, Madison, Taylor, Hamilton, Suwannee, Lafayette, Dixie, Columbia, Union, Bradford, Gilchrist, Alachua, Levy Jacksonville - Baker, Nassau, Duval, Clay, St Johns, Putnam, Flagler Tampa - Citrus, Hernando, Pasco, Pinellas, Hillsborough, Manatee, Sarasota, DeSoto Orlando - Marion, Sumter, Lake, Seminole, Orange, Osceola, Polk, Hardee, Highlands Space Coast - Volusia, Brevard, Indian River, Okeechobee, St. Lucie
South	Palm Beach - Martin, Palm Beach Miami - Broward, Miami-Dade, Monroe Naples - Charlotte, Glades, Lee, Hendry, Collier

6. Director of Education / Interactive Learning

- a. Participate in the activities of the Board of Directors.
- b. Develop and coordinate regional/local Chapter educational sessions, including program budget, content, speakers, attendee registration, site arrangements, conference

- brochure, conference survey(s), invoice payment, and meeting follow-up.
- c. Prepare and submit the regional education plan to the Chapter Director of Education/Program Chair by required deadline.
 - d. Provide updates to the Chapter Education Director/Program Chair to ensure timely and quality sessions.
 - e. Establish a regional Education Committee and report results to the Board as requested by the Chapter President.
 - f. Ensure the regional educational sessions include a variety of topics to meet the members' needs and meet the Chapter's Chapter Balanced Score Card (CBSC) goal.
 - g. Work with the Chapter Director of Education/Program Chair and the Chapter Secretary to ensure that appropriate information is reported to HFMA National on a timely basis.
 - h. Work with the Chapter Communication Director to communicate regional education events timely to the Chapter membership.
 - i. Work closely with the Sponsorship Chair/Committee in preparation for statewide conferences.
 - j. Attend all statewide Chapter meetings.
 - k. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
 - l. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

7. Director of Interactive Learning

- a. Participate in the activities of the Board of Directors.
- b. Develop and coordinate regional/local Chapter educational sessions, including program budget, content, speakers, attendee registration, site arrangements, conference brochure, conference survey(s), invoice payment, and meeting follow-up.
- c. Prepare and submit the regional education plan to the Chapter Director of Education/Program Chair by required deadline.
- d. Provide updates to the Chapter Education Director/Program Chair to ensure timely and quality sessions.
- e. Establish a regional Education Committee and report results to the Board as requested by the Chapter President.
- f. Ensure the regional educational sessions include a variety of topics to meet the members' needs and meet the Chapter's Chapter Balanced Score Card (CBSC) goal.
- g. Work with the Chapter Director of Education/Program Chair and the Chapter Secretary to ensure that appropriate information is reported to HFMA National on a timely basis.
- h. Work with the Chapter Communication Director to communicate regional education events timely to the Chapter membership.
- i. Work closely with the Sponsorship Chair/Committee in preparation for statewide conferences.
- j. Attend all statewide Chapter meetings.
- k. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- l. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

8. Director of Innovation

- a. Responsible for helping to grow engagement and membership in the areas of early careerists, women's leaders, physicians and payers through the establishment of associated committees:
 - i. Early Careerist Committee
 - ii. Women's Leadership Committee
 - iii. Physician and Payer Engagement Committee
- b. Recruit committee members, provide guidance to committee chairs, ensure committee goals align with Florida chapter and HFMA National goals.
- c. Participate in the activities of the above committees including committee and planning calls, networking events and educational sessions.
- d. Participate in the activities of the Board of Directors.
- e. Attend all statewide Chapter meetings.
- f. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- g. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

C. Committee Chairs

1. Bylaw Compliance Chair

- a. Responsible for ensuring the chapter bylaws are followed without exception.
- b. Reviews bylaws on an annual basis and recommends revisions to the Board.
- c. Participate in the activities of the Board of Directors.
- d. Attend all statewide Chapter meetings.
- e. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- f. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

2. Certification Chair

- a. Responsible for promoting the HFMA Certification Program and ensure chapter meets CBSC goals.
- b. Participate in the activities of the Board of Directors.
- c. Promote and encourage eligible members to sit for the certification exams
- d. Provide assistance in the study, registration, and exam process
- e. Promote recognition of certified members.
 - a. Encourage certification maintenance
 - b. Keep the membership and chapter leadership up to date with ongoing changes in the certification process
- c. Attend all statewide Chapter meetings.

- d. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- e. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

3. Communications Chair

- a. Responsible for all communications to chapter members to promote events and deliver chapter announcements via e-mail
- b. Participate in the activities of the Board of Directors.
- c. Coordinate member communications via email, chapter website, and mailings with assistance from the Program Chair and the Chapter President.
- d. Gather information and create email broadcast messages about chapter events.
- e. Attend all statewide Chapter meetings.
- f. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- g. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

4. Curriculum Chair

- a. Responsible for ensuring all education content presented at the statewide meetings is relevant and appealing to attract attendance from the provider community
- b. Participate in the activities of the Board of Directors.
- c. Solicit and review speaker proposals from leading industry experts to ensure information is presented at the appropriate level and is relevant
- d. Maintain speaker database of contacts and reviews of past presentations
- e. Select faculty and collect final session descriptions and presentations
- f. Review presentations and ensure that information is relevant and does not advertise a specific product or service.
- g. Develop and maintain appropriate records to meet the State's requirements for Continuing Professional Education (CPE).
- h. Maintain speaker database of contacts and reviews of past presentations
- i. Solicit feedback from members at the conclusion of the education event
- j. Attend all statewide Chapter meetings.
- k. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- l. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

5. Data Management Committee Chair

- a. Responsible for maintaining the chapter database (currently PaperTracer).
- b. Participate in the activities of the Board of Directors.
- c. Oversee the data management function for all participating committees and Board

Members.

- d. Ensure all data that must be retained by the Chapter, not currently stored on the Chapter Website, is stored and maintained in the chapter database.
- e. Request updates from committees and Board Members as necessary to ensure accuracy of data contained in the database.
- f. Generate reports as requested by Committee Chairs or Board Members.
- g. Attend all statewide Chapter meetings.
- h. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- i. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

6. DCMS Chair

- a. Responsible for collecting and submitting data to HFMA National as required by Davis Chapter Management standards on a timely basis without exception (see below).
- b. Participate in the activities of the Board of Directors.
- c. Attend all statewide Chapter meetings.
- d. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- e. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

Davis Chapter Management System (DCMS) Reporting Requirements Overview

DCMS Year: May 1, 2017 to April 30, 2018

Quarterly Reporting Periods for Educational Events and Chapter Newsletters:

1st Quarter: May 1 — July 31 (due date August 10)
2nd Quarter: August 1 — October 31 (due date November 10)
3rd Quarter: November 1 — January 31 (due date February 10)
4th Quarter: February 1 — April 30 (due date May 10)

Due Date	Required Documentation	Chapter Leader Responsible
June 1	▪ Enter Annual Operating Budget via QuickBooks Online ▪ Annual Educational Program Plan	President/Treasurer President/Program Chair

July 1	Information due: ▪ Chapter Verification Form – Chapter Board Meetings for 2017-18 – Chapter Bylaws Adherence – Chapter Website ▪ Founders Award Maintenance	President Founders Contact
August 1	Information due: ▪ Annual Financial Review ▪ IRS Form 990	President/Treasurer President/Treasurer
August 10	DCMS 1 st quarter reporting deadline: ▪ Educational Program Reporting, Education Quality and Networking reports	Program Chair/DCMS Contact
September 17–19	Fall Presidents Meeting (FPM)	President/President-elect
October/November	Membership Satisfaction Survey	President
November 10	DCMS 2 nd quarter reporting deadline: ▪ Annual Educational Program Plan, Education Quality and Networking reports	Program Chair/DCMS Contact
February 10	DCMS 3 rd quarter reporting deadline: ▪ Annual Educational Program Plan, Education Quality and Networking reports	Program Chair/DCMS Contact
March 1	Submit Chapter Leadership Roster 2018–19	President-elect
April 16–17	Leadership Training Conference (LTC)	President-elect
May 10	DCMS 4 th quarter reporting deadline: ▪ Annual Educational Program Plan, Education Quality and Networking reports	Program Chair/DCMS Contact

7. Forum Chair(s)

- Participate in the activities of the Board of Directors.
- Establish a forum that focuses on a specific area of expertise or common interest that appeals to the membership. The forum will publish the purpose of the forum, how to join, and any eligibility criteria on the chapter website.
- Develop and coordinate forum meetings held by conference call to provide education or discuss issues and trends related to the forum specialty on a periodic basis. Frequency will be determined based on the preference of the forum participants at the start of the chapter year but should be at least once per quarter.

Forum specialties include:

1. Senior Financial Executives
2. Revenue Cycle
3. Reimbursement
4. Technology
5. Women's Leadership
6. Legislative

Note: Other forums can be established based on membership needs with the approval of the Board.

- Forum meetings may include time on the agenda to deliver education to the group

- to address the needs of its members. When education is provided, the Forum Chair will capture the event and report the time spent and the number of participants to the DCMS Chair within 10 days after completion of the event.
- e. Provide updates to the Chapter Director of Education / Interactive Learning to ensure timely and quality forum sessions.
 - f. Forum chairs will be asked to include time on the agenda to provide updates from the Board about upcoming chapter events and to advertise member services such as the Certification program and Volunteer opportunities.
 - g. The forum chair(s) will report results to the Board as requested by the Chapter President.
 - h. Work with the Chapter Director of Education / Program Chair and the Chapter President to host in person meetings at each statewide event.
 - i. Work with the Chapter Director of Education / Interactive Learning and the Chapter Secretary to ensure that education related information is reported to HFMA National on a timely basis.
 - j. Work with the Chapter Communication Chair to advertise forum events timely to the Chapter membership.
 - k. Attend statewide Chapter meetings.
 - l. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
 - m. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

8. Early Careerist Committee Chair

- a. Drive engagement of early careerists through education and networking opportunities.
- b. Oversee the Early Careerist Committee including Chapter Volunteers and a Co-Chair.
- c. Identify a Social Media Chair whose responsibility it is to ensure chapter education and networking events are promoted on LinkedIn, Twitter, Facebook and any other acceptable social media platform.
- d. Identify University Liaisons whose responsibility it is to establish relationships with faculty, staff, and healthcare, business, accounting and finance related clubs within Florida's Universities to create opportunities for education and networking designed to drive engagement and membership of university students in the Florida Chapter and the Early Careerist Committee.
- e. Look for opportunities to establish internship and mentorship programs within the chapter and supporting healthcare systems.
- f. Provide updates to the Director of Innovation to ensure established goals are being met.
- g. Attend all statewide Chapter meetings.
- h. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.

9. Founders Merit Awards Chair

- a. Responsible for compiling and maintaining records for the Founders Merit award series and encourage members to become volunteers
- b. Participate in the activities of the Board of Directors.
- c. Update Founders records to reflect current year activity.
- d. Audit and revise as necessary national records
- e. Submit listing of individual and total Founders points for awards at the Annual banquet.
- f. Coordinate a volunteer recognition event at the Spring conference
- g. Attend all statewide Chapter meetings.
- h. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- i. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

10. LINK Chair

- a. Responsible for providing local perspective on impact of PPACA and HCERA, input and comment on HFMA's positions, and comment on potential HFMA services.
- b. Participate in the activities of the Board of Directors.
- c. Attend all statewide Chapter meetings.
- d. Establish the regional committee, to include providers - CFOs, CEOs, CMOs, and revenue cycle executives.
- e. HFMA will periodically forward a discussion guide summarizing the issue(s) along with any relevant legislation or regulations and a list of questions and comments.
- f. Upon receipt of the package, the LINK Committee Chair will poll committee members to determine the interest level in responding based upon the impact to the local providers and the community. It is expected that the Committee will respond to at least three to four requests per year.
- g. LINK Committee gathers and summarizes input and responds back to HFMA staff.
- h. LINK Committee is asked to provide an aggregate view of the ideas developed at the local level.
- i. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- j. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

11. Membership Chair

- a. Participate in the activities of the Board of Directors.
- b. Oversee a Membership Engagement Committee including Chapter Volunteer Coordinator and a Co-Chair.
- c. Design and implement strategies with the aim to engage new members quickly, increase volunteerism, and ensure current members are receiving value.
- d. Follow up promptly with members who express interest in volunteering for the chapter—direct them to the appropriate chapter leaders.
- e. Periodically reach out to existing members to ensure member satisfaction.
- f. Attend all statewide Chapter meetings.
- g. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- i. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.
- j. Conduct a HFMA member orientation program for new members.

12. Membership Engagement Chair

- a. Participate in the activities of the Board of Directors.
- b. Oversee a Membership Engagement Committee including Chapter Volunteers and a Co-Chair.
- c. Design and implement strategies with the aim to engage new members quickly, increase volunteerism, and ensure current members are receiving value.
- d. Follow up promptly with members who express interest in volunteering for the chapter—direct them to the appropriate chapter leaders.
- e. Periodically reach out to ("round on ") existing members to ensure member satisfaction.
- f. Attend all statewide Chapter meetings.
- g. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- h. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

13. Policy Chair

- a. Responsible for ensuring the chapter policies and procedures are followed without exception.
- b. Reviews policy manual on a continual basis and recommends revisions to the Board.
- c. Participate in the activities of the Board of Directors.

- d. Attend all statewide Chapter meetings.
- e. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- f. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

14. Regional Education Chair(s)

- a. Participate in the activities of the Board of Directors.
- b. Develop and coordinate between 3-4 regional/local Chapter educational sessions, including program budget, content, speakers, attendee registration, site arrangements, conference brochure, conference survey(s), invoice payment, and meeting follow-up.
- c. Prepare and submit the regional education plan to the Chapter Region Director by required deadline.
- d. Provide updates to the Chapter Region Director to ensure timely and quality sessions.
- e. Establish a regional Education Committee and report results to the Board as requested by the Chapter President.
- f. Ensure the regional educational sessions include a variety of topics to meet the members' needs and meet the Chapter's Chapter Balanced Score Card (CBSC) goal.
- g. Work with the Chapter Region Director and the Chapter Secretary to ensure that appropriate information is reported to HFMA National on a timely basis.
- h. Work with the Chapter Communication Director to communicate regional education events timely to the Chapter membership.
- i. Work closely with the Sponsorship Chair/Committee when providing sponsorship opportunities for local events.
- j. Attend statewide Chapter meetings.
- k. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- l. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.
- m. Geographic assignments for the Regional Education Chair positions are as follows:

Region	Regional Education Committees
North	Destin - Escambia, Santa Rosa, Okaloosa, Walton, Holmes, Washington, Bay, Jackson, Calhoun, Liberty, Gulf, Franklin Gainesville - Gadsden, Leon, Wakulla, Jefferson, Madison, Taylor, Hamilton, Suwannee, Lafayette, Dixie, Columbia, Union, Bradford, Gilchrist, Alachua, Levy Jacksonville - Baker, Nassau, Duval, Clay, St Johns, Putnam, Flagler Tampa - Citrus, Hernando, Pasco, Pinellas, Hillsborough, Manatee, Sarasota, DeSoto Orlando - Marion, Sumter, Lake, Seminole, Orange, Osceola, Polk, Hardee, Highlands Space Coast - Volusia, Brevard, Indian River, Okeechobee, St. Lucie
South	Palm Beach - Martin, Palm Beach Miami - Broward, Miami-Dade, Monroe Naples - Charlotte, Glades, Lee, Hendry, Collier

15. Registration Chair

- Responsible for handling all registration functions stemming from Chapter educational activities
- Participate in the activities of the Board of Directors.
- Oversee the registration function for all state-wide conferences and local conferences as requested. This includes the management of Eventbrite.
- Prepare materials for attendees including conference folders, name badges, and attendance lists.
- Staff On-site Registration Desk, which is open during conference hours for statewide events.
- Send final attendance reports to DCMS chair
- Attend all statewide Chapter meetings.
- Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

16. Scholarship Chair

- Identify the budgeted financial assistance necessary to encourage increased provider participation
- Promote scholarship application process and administer fair selection process.
- Encourage scholarship recipients to give back to the chapter through increasing volunteer activities
- Work with Director of Finance / Policy in identifying other scholarship

opportunities and strategies.

- e. Develop a strategy to provide recognition and visibility for our Sponsors.
- f. Manage the implementation and ongoing operations of the scholarship program.
- g. Participate in the activities of the Board of Directors.
- h. Furnish activity reports at all regular Chapter board meetings
- i. Attend all statewide Chapter meetings.
- j. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- k. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

17. Sponsorship Chair

- a. Responsible for managing the overall Corporate Sponsorship program including recognition of sponsors
- b. Participate in the activities of the Board of Directors.
- c. Recruit and manage sponsors and exhibitors for state-wide and local conferences.
- d. Identify the level of financial sponsorship necessary to support Chapter activities.
- e. Identify methods of obtaining corporate financial sponsorship
- f. Work with Program Chair in identifying sponsorship opportunities and strategies
- g. Develop a strategy to provide recognition and visibility for our Sponsors
- h. Manage the implementation and ongoing operations of the sponsorship program
- i. Attend all statewide Chapter meetings.
- j. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- k. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

18. Strategic Alliance Chair

- a. Responsible for identifying non-HFMA organizations with whom the Chapter should coordinate joint meetings for the benefit of its members.
- b. Participate in the activities of the Board of Directors.
- c. Maintain a calendar of events to prevent meeting being held at conflicting times.

- d. Identify joint meeting opportunities that benefit our members.
- e. Coordinate with the non-HFMA organization to facilitate the meeting.
- f. Ensure chapter adheres to DCMS guidelines for co-sponsor/limited involvement arrangements.
- g. Furnish activity reports at all regular Chapter board meetings
- h. Attend all statewide Chapter meetings.
- i. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- j. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

19. University Relations Chair

- a. Participate in the activities of the Board of Directors.
- b. Promotes healthcare financial management careers with undergraduate and graduate level students
- c. Recruits university faculty and student members
- d. Encourages student involvement in volunteer activities
- e. Serve as liaison between chapter and universities with planning co-sponsor educational events and/or enlisting faculty to speak at chapter events
- f. Furnish activity reports at all regular Chapter board meetings
- g. Attend all statewide Chapter meetings.
- h. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- i. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

20. Volunteer Outreach Chair

- a. Responsible for bringing awareness to HFMA members of opportunities to volunteer for one or more of the various Florida chapter committees.
- b. Participate in the activities of the Board of Directors.
- c. Actively contact and recruit members to volunteer for the Chapter.
- d. Attend all statewide Chapter meetings.
- e. Send periodic invitations to Florida members to join a committee
- f. Manage volunteer roster and encourage members to report Founders Points throughout the year
- g. Respond to member inquiries about volunteering and provide further information about the committees
- h. Assist in recruiting new members to serve on committees.

- i. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- j. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

21. Webinar Chair

- a. Responsible for providing educational opportunities and professional growth to members of the chapter that can be accessed via webinar platform by planning quality educational programs
- b. Participate in the activities of the Board of Directors.
- c. Coordinate and conduct four webinars per year in conjunction with the Program Chair.
- d. Plan, develop, and coordinate the educational meetings and meeting announcement respectively
- e. Arrange for conference call technology, speakers, audio-visual aids, and other items.
- f. Coordinate the registration at meetings, recording of attendance, receiving and proper accounting of funds to the Treasurer on a timely basis
- g. Furnish activity reports at all regular Chapter board meetings
- h. Attend all statewide Chapter meetings.
- i. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- j. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

22. Webmaster

- a. Responsible for all information made available to chapter members to promote events and deliver chapter announcements via chapter website
- b. Participate in the activities of the Board of Directors and report to the Director of Administration.
- c. Coordinate member communications via email, chapter website, and mailings with assistance from the Program Chair and the Chapter President.
- d. Gather information and post messages on the chapter website as needed.
- e. Attend all statewide Chapter meetings.
- f. Perform the above duties within the framework of HFMA's Mission Statement, Vision Statement, Quality Statement and Code of Ethics.
- g. As a representative of the Chapter, always conduct oneself in a professional manner and strive for the following six values: Service, Excellence, Teamwork, Importance of Individuals, Innovation & Creativity and Financial Responsibility.

II. Special Committees of the Board

A. Nominating Committee

1. The Nominating Committee shall be appointed and act pursuant to the Chapter Bylaw section 6.7. In addition to the requirements of the By Laws, the Chapter President, as Chair of the Committee, shall:
 - a. Appoint the President-elect, Secretary, Treasurer, four Past Presidents (two selected by the President and two selected by the President-Elect), and four members at large to be on the Nominating Committee for the selection of candidates for officers and directors that will serve for the President-Elects' presidential year. If the Secretary and/or Treasurer are nominated for the position of President-Elect, they will remove themselves during the voting process.
 - b. Share with the committee the member responses to the Board questionnaire regarding position preferences which will be sent to all Board members, committee chairs and committee members.
 - c. Advise the committee regarding position eligibility pursuant to the succession plan.
 - d. The Nominating Committee shall give deference to the President-Elects' preference for officer and board positions, but shall not be bound by those preferences.
 - e. In addition to determining the nominations for officer and board positions, the Nominating Committee shall approve the designation of the President Elect-Elect as defined in Section III, A & B, Succession Plan.

B. Financial Review Committee

1. The Financial Review Committee will follow Section 6.8 of the By Laws and review the following internal controls previously approved by the Board and recommend additional internal controls to the Board as necessary:
 - a. Treasurer reconciles monthly bank statements, and the President reviews all bank statements and reconciliations. President initials both as having been reviewed or provides other satisfactory acknowledgment.
 - b. Financial statements will be prepared quarterly by the Treasurer and submitted to the Board for approval.
 - c. Treasurer should follow up on old outstanding unclear items on the monthly bank reconciliations.
 - d. Treasurer should transfer money from checking to savings on a periodic basis, and the Board shall review its investment alternatives, as necessary, in order to increase investment earning.
 - e. Treasure shall communicate to the membership that the Chapter's financial reports are available upon request.
 - f. The Treasurer will review HFMA's Financial, Tax, and Insurance Management Guide each year.

C. Executive Committee

1. The Executive Committee shall be appointed and act pursuant to the Chapter Bylaws section 6.3.
 - a. There shall be an Executive Committee of the Board of Directors which may be known by such other title as the Board deems appropriate.
 - b. The Executive Committee shall be composed of the elected officers of the Chapter, each of whom shall serve *ex officio*, plus two (2) at-large current voting directors, both of whom having served as directors during the previous year. Such at-large directors shall be elected for one (1) one (1) year term at the last regular meeting of the Board of Directors preceding the beginning of the fiscal year in which they will serve. A vacancy among the at- large directors on the Executive Committee shall be filled by action of the Board.
 - c. The President shall serve as chairperson of the Executive Committee and the Secretary shall serve as secretary of the Executive Committee.
2. The Executive Committee shall act upon such matters as may be referred to it during intervals between meetings of the Board of Directors to the extent permitted by law and as specified by the Board of Directors.
3. Meetings of the Executive Committee may be called by the President or any two (2) Executive Committee members. Written notice of any such meeting shall be provided at least ten (10) days prior to the meeting via U.S. mail, facsimile, or electronic communication. Neither the purpose of nor the business to be transacted at any such meeting need be specified in the notice or waiver of notice of the meeting. A copy of each notice of an Executive Committee meeting shall be provided simultaneously to each member of the Board of Directors in order to allow the members to express their views on matters which may be considered at such meeting.
4. The Secretary, or his or her designee, shall keep a record of the proceedings of the Executive Committee and shall present such record of proceedings at each Board of Directors meeting.

III. Chapter Leadership Development

A. Succession Plan

The Florida Chapter is committed to making leadership positions available to its members. The succession plan depends on the preparation of chairs and co-chairs for future board positions. In order to be eligible for a board position, the following prerequisites are recommended so that chapter leaders are successful.

Board Position	Prerequisites
Chapter President	President-elect
President-Elect	Director of Education / Program Chair or Director of Policy/Finance
President Elect-Elect (Designee)	Serve on the board for at least 2 years
Immediate Past President	President
Secretary	Serve on the board for at least 2 years

Treasurer	Serve as Asst. Treasurer or Serve as a board member for at least 2 years
Director of Education / Program Chair	Serve as a board member for at least 1 year
Director of Policy / Finance	Serve as a board member for at least 1 year
Director of Member Services	Serve as a committee chair or co-chair for at least 2 years
Director of Administration	Serve as a committee chair or co-chair for at least 2 years
Regional Director – North	Serve as a committee chair or co-chair for at least 2 years
Regional Director – South	Serve as a committee chair or co-chair for at least 2 years
Director Interactive Learning	Serve as a committee chair or co-chair for at least 2 years
Director of Innovation	Serve as a committee chair or co-chair for at least 2 years

B. President Elect-Elect

Each year, a member of the Board will be designated as the President Elect-Elect. This is a designation only, not a separate Board position. This designation allows the Chapter to plan one year in advance as to who the intended President-Elect will be. The President Elect-Elect will be automatically recommended to the Nominating Committee as the Present Elect the following year, and barring any unforeseen circumstances, the Nominating Committee will approve the President Elect-Elect as the President-Elect nominee for the following year.

If for some reason the Director designated as the President Elect-Elect, vacates their Director position during the year or decides not to continue on the track to President, the Board will designate a new President Elect-Elect from the existing Directors.

C. Strategies

The following strategies will be followed as best practices:

1. Committee Chairs should remain in their role for 2 years.
2. During the second year of serving as committee chair, a co-chair will be identified as advancing to the committee chair role in the following year with the approval of the Chapter President and President-elect.
3. Board members will not chair committees but serve in a mentoring role. This strategy applies to all committees with the exception of the Nominating and Program Committees. Board members will be responsible for reporting on the activities of the committees they oversee at all board meetings.
4. When possible, we will avoid relying on Past Presidents to serve as committee chairs. Past Presidents can serve as a mentor to any current chapter leader and are welcome to participate as a committee member.
5. Members can volunteer for multiple committees but are limited to choosing no more than 2 during the same year. Service above and beyond 2 committees must be approved by the Chapter President.
6. By September 1, the chapter president and/or president-elect will contact all chapter leaders

and discuss role for the next chapter year

7. By November 30, board members and committee chairs will be confirmed by the nominating committee
8. By January 31, a mini-LTC conference will be held for all chapter leaders, except in years where FL HFMA hosts the Region 5 Dixie Conference.
9. By May 31, a board orientation meeting will be held to share toolkits between outgoing/incoming chapter leaders.

IV. Education

A. Speaker Gifts

1. At each conference and one day meeting, the Chapter may present a thank you letter to the speakers or a gift worth approximately \$25.00. The gift may be a gift card, an item, or a donation to a charity in the speaker's name. A Chapter representative will make the presentation at the close of the speaker's comments.

B. CPE Credit

1. The Florida Chapter is registered with the National Association of State Boards of Accountancy and offers CPE credit calculated based on 50 minute credit hours. All education program brochures will contain the required information
 - a. Learning objectives
 - b. Program Content
 - c. Program Level
 - d. Prerequisites
 - e. Advance Preparation
 - f. Type of delivery method
 - g. Recommended CPE Credits
 - h. Registration instructions
 - i. Refund/cancellation policy
 - j. Complaint resolution policy
 - k. Official registry statement
2. Post conference surveys will be conducted and must contain at a minimum the following questions
 - a. Were the stated learning objectives met?
 - b. Were the program materials relevant and did they contribute to the achievement of the learning objectives?
 - c. Was the time allotted to the learning activity appropriate?
 - d. Were facilities and/or technological equipment appropriate?
 - e. Were the audio and video materials effective?
3. How to Generate CPE Certificates:
 - a. A volunteer is needed to manage the sign in/out process for those that require CPE's for their attendance. A separate form is required for each session.
 - b. Step 1: Secure Final CPE Sign-in Sheets after conference from your Regional

Committee Registration Chair. Create a list in excel to utilize the mail merge tool in word to create the certificates automatically or type in each name by hand if you only have a few.

- c. Step 2: Open Sample CPE Certificate in Word
- d. Step 3: Update Certificate with Appropriate Information concerning location, date, total CPE credits for each member for all sessions that they attended during the conference, Etc. A&A must be carved-out and then a total provided.
- e. Step 4: Use the Mail Merge Wizard in Word to populate your certificates with the names of the attendees who signed in and out that requested certificates.
- f. Step 5: Convert find Word Document to PDF.
- g. Step 6: Email those Certificates to the appropriate attendees.

Sample CPE Sign-in Sheet:

[illegible]

C. Guest Policy

1. A guest may only attend social functions if a guest ticket has been purchased on their behalf by an individual who is a paid registrant of the conference.
2. Certain exceptions may be made by the President for guests of honor, including but not limited to, family members of National Board Members and family members of the incoming and outgoing Chapter President at the installation banquet.
3. Members who attend a conference or a social event who are not registered and are required to pay a registration fee will be asked to leave or pay a full registration fee.

D. Registration Fees / Waivers

1. Registration fee for conferences, meetings and webinars will be approved by the Program Chair. The fees should be set at an amount to cover the Chapter's expenses. Discount pricing may be used to promote meetings and provider attendance.
2. The Chapter will waive registration fees to Statewide Conferences, Regional Meetings and Webinars for Officers and Directors. This policy will include all Past Presidents of the Florida Chapter. It may also include other volunteers who have performed extensive work for the Chapter, or those who have an active role at a conference, at the discretion of the Chapter President. All hotel or travel expenses are the responsibility of the individual member. Registration fees may be waived for all speakers, and the Chapter may pay for one night's hotel accommodation and travel expenses for Provider speakers.

E. Registration Fee Refunds

1. Registration cancellations made 30 days or more prior to the meeting date will be entitled to a full refund less a \$75.00 administration fee. If notice is given within 30 days prior to the program date no refund is due but at the discretion of the Chapter a substitution may be given.

F. Speaker Fees

1. The Chapter authorizes the Program Chair to obligate the Chapter for Key Note speaker fees of up to \$5,000 (maximum of two speakers per meeting) for any Statewide Conference. The Program Chair may seek sponsorship dollars to offset the cost of the Key Note fees. Speaker fees in excess of this amount will require the approval of the Chapter Officers.

G. Joint and Co-Sponsored Educational Programs

1. The Chapter will comply with the definitions set forth by HFMA National regarding Joint and Co-Sponsored Educational Programs:
2. Joint Educational Programs with other HFMA Chapters
3. A joint program with another HFMA chapter is one in which the participating chapters share in the planning, development, implementation, and/or marketing of the program. Regional educational programs as well as multi-chapter educational programs fall into this category and can be either a live program or a webinar. It is up to the participating chapters to determine how the workload will be divided among them. Chapters receive full DCMS credit for members and non-members student members.
4. Significant Involvement Co-Sponsored Educational Programs with Non-HFMA Organizations
5. A co-sponsored educational program with significant involvement is one in which the HFMA chapter is significantly involved in the planning, development, implementation, and marketing of the educational program along with the outside organization. Chapters receive full DCMS credit

for member attendees and half-credit for non-member/student member attendees.

6. Limited Involvement Promotion of Educational Programs with Non-HFMA Organizations
7. As the name implies, Limited Involvement Promotion of Educational Programs are those situations when a chapter's involvement with an outside organization's educational program is limited in nature. There are times when an outside organization asks an HFMA chapter to promote the outside organization's upcoming educational program to their HFMA chapter membership. The chapter is not involved in the planning, development, or implementation of the program in any way other than marketing the program to its members; however, the program is of educational value and would be beneficial to the membership. Chapter receives full DCMS credit for member attendees and zero credit for non-member/student member attendees.

H. Promotional Materials by Vendors

1. Vendors will be allowed to display and distribute promotional and marketing materials at conferences when so requested by the Program Chair or Sponsorship Chair. Exhibitors having an exhibit table at the conference may display and distribute marketing materials without prior permission. However, an exhibitor may not bring any food or beverage products onto the conference property without getting prior approval from the Sponsorship Chair. The Sponsorship Chair must obtain approval from the property / hotel management.

I. Attendee List

1. The Chapter will provide a Conference Attendee list to all registered attendees at the conference. Additionally, the Chapter will provide an attendee list to all Corporate Sponsors and Exhibitors two weeks prior to the conference. The attendee list shall not include contact information (phone, address or email).

J. Conference Raffle Prizes

1. The Chapter may conduct raffle games and give away prizes at Conferences for participation by attendees in exhibiting games, networking events, education, surveys, certification or any other event that promotes Chapter support.

K. Complaint Resolution

1. Complaints regarding conferences or education shall be sent to the Director of Education / Program Chair via phone, email, mail or lockbox.

L. Post-Conference Procedures - Statewide & Regional Educational Events

1. The following items must be sent to the DCMS Chairs and maintained for 5 years for DCMS Reporting and Auditing:
 - a. Attendee List in Excel noting checked-in & member vs Non HFMA members
 - b. Attendee sign-in sheet
 - c. Speaker surveys
 - d. Program Brochure or Event Flyer - listing available CPE's & Agenda
 - e. Identify whether or not this was a co-sponsored event
 - f. CPE certificates
3. Items a through f should be sent to DeMarse Meetings for archiving and safekeeping.
4. Immediately following the educational event:

- a. Email the DCMS Chair your attendee list including only those who checked in and notate attendees by HFMA Members vs non Members.
- b. All attendees must sign in at registration. The paper or electronic Sign-In Sheets must be saved, and shared with the DCMS Chairs.
- c. Speaker Surveys paper or electronic versions, must be collected, saved, scanned and shared with DeMarse Meetings where they will store with the event files for safekeeping.
- d. Program Brochure/Flyer is created by DeMarse Meeting to include the full agenda and available CPE's. A copy of this must be sent by the Curriculum Chair, or designated individual to the DCMS Chairs.
- e. If this was a co-sponsored event, was it: (1) a program with another HFMA Chapter or Chapters; (2) a Significant Involvement Educational Program Co-Sponsored with a non-HFMA organization; or (3) a Limited Involvement Promotion of an Educational Program with a non-HFMA organization. The appropriate signed co-sponsorship document must be provided to DeMarse Meetings for safe keeping.
- f. CPE Certificates must be generated for those attendees who are eligible. To be eligible to receive CPE's attendees must sign in and out of each session. The completed certificates should be saved in PDF and sent to the Communication Chair for a link to be created. This link will be sent back to the Regional or Curriculum Chairs and certificates must be sent in a post conference email to the attendees who requested a certificate.

V. Finances

A. Check Request

1. All payments must be pre-approved by the Chapter President and include supporting documentation. All travel expense reimbursements must comply with the current travel expense policy. A Chapter Officer must approve reimbursement expenses submitted by the President. Two disbursement approvals are required on all invoices/expense reimbursements greater than \$1,000.

On the next page is a sample Check Request Form.

HFMA
Florida Chapter
Check Request

Date of Request: _____

Person Requesting Check: _____

Make Check Payable to: _____

Send Check to: _____

Phone Number _____

Brief Description of Expenses:
(please provide receipts for all items):

Grand Total of Expenses

\$	-
-----------	----------

Budgeted Committee to Apply Exps: _____

Expense or Committee Account Code: _____

Approved (all expenditures require President's approval):

X _____

2. Two Chapter Officers (one being the President) must approve all expenditures greater than \$5,000 prior to the expense being incurred or a contract/agreement signed. All checks greater than \$5,000 must be approved by the President and one other Officer.
3. A check request form provided by the Chapter must be completed for all personal reimbursements. The check request form and supporting documents must be approved by the President and then submitted to the Treasurer. This can be accomplished via email to the President with a cc to the Treasurer so long as all supporting documents are included in the email. The President will respond by email to all with approval or denial.
4. In the case of a check being processed to pay a vendor for an invoice presented for goods or services provided to the HFMA Florida Chapter, the check request form is optional. However, the President's approval is required as stated above.

B. Travel Expenses

1. **Purpose:** It is appropriate that the Association assume financial responsibility for the cost of conducting Association business. Conversely, it is inappropriate for the Association to participate in the payment of expenses which are personal in nature and which do not provide benefit to the Association in its effort to achieve Association objectives. Requests for reimbursement submitted by use of appropriate forms, including required expenditure documentation, are intended to assist the Association in meeting its accountability to its membership. (Forms may be obtained from Chapter Treasurer.)
2. **Policy:** The Chapter President must pre-approve expenses before they are incurred. Expenses incurred while traveling for the purpose of conducting Association business shall be reimbursed to the extent permissible under the guidelines listed below and only upon submission of an appropriately completed and approved Travel Expense Report. Supporting documentation for travel, lodging, tuition and /or registration fees and any other expenses of which the individual cost exceeds \$75.00 must accompany the Travel Expense Report. Personal expenses are not reimbursable by the Association. Reimbursement Request must be submitted to the Chapter President for approval within 30 days following the date the travel is completed. The President must approve all special, non-planned travel events in advance.
3. **Documentation:** Airline tickets and hotel bills must be attached to your expense report. Also, any other expenses should be documented with a receipt and an explanation of the business purpose.
4. **Lodging/Meals:** Reimbursement for accommodations (when not arranged by HFMA) should include a moderately priced private room in a convenient facility plus appropriate tips. Reimbursement for meals includes beverages and tips; however, meals purchased elsewhere when the Association schedules group meal functions, as a part of the official meeting, are not reimbursable. Reimbursement for all group meal functions must state the individuals in attendance and the purpose of the function/meal.
5. **Transportation:** Use of personal auto is reimbursable at the current IRS allowable rate per mile. Tolls and parking fees are also reimbursable. Taxis, and rental cars, when essential for ground transportation, are reimbursable. Reimbursement for airfare is limited to the lowest available coach airfare between the traveler's home departure city and the commercial airport nearest to the chapter event. First class travel and or upgrade will be considered a personal expense and will not be reimbursed. In the event that the Chapter has to cancel a request for a speaker or representative to attend an event on behalf of the Chapter, any penalties or fees incurred to

cancel the pre-arranged flight will be reimbursed to the individual. Travelers are encouraged to take advantage of discounted fares whenever possible.

6. **Personal Expenses:** Entertainment expenses will not be reimbursed by the Association. Expenses incurred by personal guests of the traveler are also treated as personal expense. In all but exceptional cases, costs related to the spouse of the traveler are personal. The cost of beverages, except those associated with meals, is also considered personal expense and as such, is not reimbursable.
7. **Purchase of travel insurance is a personal expense:** Personal expenses that are commingled with Association expenses on hotel or other bills charged directly to the Association may be paid either directly to the hotel so that the amount billed to the Association will only be for appropriate Association expenses or deduct the amount of your personal expenses from the expense reimbursement requested. The first alternative is preferred.
8. **Exceptions:** The Chapter President will be allowed to grant exceptions to the above travel and expense reimbursement policy for flat or fixed fee reimbursement in special circumstances that are arranged in advance and may represent a significant savings to the Chapter. These exceptions must be documented in writing and pre-approved by the Chapter President before the expenditure is incurred or paid. An invoice to support the payment of the flat or fixed fee travel and expense reimbursement must be received from the recipient before payment is made.

C. LTC Expenses

1. The Chapter will pay travel expenses and registration to the Leadership Training Conference (LTC) for the incoming President, President-Elect, Treasurer, Secretary, and any other Board Members or Committee Chairs the incoming President so chooses up to a limit of twelve (12) attendees. The incoming President, subject to prior Board Approval, may invite additional attendees.

D. ANI Expenses

1. The Chapter will pay for travel expenses and registration to the Annual National Institute for the President, President-Elect, and Immediate Past President.

E. Fall President's Meeting Expenses

1. The Chapter will pay for the travel expenses to the Fall President's Meeting for the President and President-Elect.

F. Other Meeting Expenses

1. The Chapter will pay for the travel expenses to all statewide meetings for the President and President-Elect, if requested.

VI. Scholarships

Scholarships are intended to help defray the cost of a HFMA promoted activity, encourage membership and increase member involvement in HFMA. New and continuing scholarship awards are based on the availability of funds and are awarded to assist members in the most beneficial manner possible. The board will determine the number of scholarships to be given each year, if any, based upon the

availability of funds. The board may name or rename a scholarship in honor of a HFMA Florida Chapter member from time to time as they deem appropriate.

A. Certification Scholarship

1. Eligibility Requirements:
 - a. A minimum of 3-5 years healthcare financial (provider) management experience recommended.
 - b. Successful completion of one (1) comprehensive certification examination is required.
 - c. Candidates must hold HFMA membership and be a member in good standing. No time duration prior to becoming certified is required.
2. Payment:
 - a. Eligible members will be reimbursed only after successful completion of the exam. The amount of reimbursement will be determined by the board each year and announced in the scholarship brochure. If a limited number of scholarships are available, the board will determine the method of award of said scholarships which will be included in the scholarship brochure.

B. Conference Scholarship

1. Eligibility Requirements:
 - a. Candidates must hold HFMA membership and be a member in good standing.
 - b. Applicants must work for healthcare providers
 - c. Must complete a scholarship application
 - d. Have not received a scholarship in the last 6 months
2. Selection criteria
 - a. Applications will be determined based on blind voting by the Scholarship committee
 - b. Diversity in provider base of applicants will be considered
 - c. HFMA volunteer involvement will be a determining factor
3. Awards
 - a. Recipients will be notified and provided with travel expense reimbursement policy
 - b. Cost of meals will not be included as a covered expense
 - c. Recipients will be encouraged to volunteer at the event

VII. Corporate Sponsorship Program

A. Categories and benefits of corporate sponsorship

1. All Corporate sponsors will be eligible for the following benefits regardless of level purchased
2. Name recognition and link to your website through the Chapter's award winning website
3. Listing in the FL HFMA Buyer's Resource Guide
4. Sponsor board and brochure recognition at each statewide event
5. List of attendees for each statewide event will be provided two weeks in advance and one week in advance to each sponsor registered to attend
6. Opportunity to sponsor Senior Executive Retreat at full price of \$12,000. There may be a limit of sponsors. (This opportunity limited to Silver Sponsor and above.)

B. Additional benefits available by sponsors level

1. Bronze-\$2,200 annually
 - a. \$150 discount on Exhibitor fees
2. Silver-\$3,500 annually
 - a. One complimentary registration for each statewide meeting
 - b. One complimentary provider guest registration for each statewide meeting
 - c. 35% discount off exhibitor fees
 - d. Priority booth assignment available after Platinum and Gold sponsor booth selection
3. Gold-\$4,500 annually
 - a. Two complimentary registrations for each statewide meeting
 - b. Two complimentary provider guest registrations for each statewide meeting
 - c. 50% discount off exhibitor fees
 - d. Priority booth assignment available after Platinum sponsor booth selection
4. Platinum-\$6,500 annually
 - a. Three complimentary registrations for each statewide meeting
 - b. Three complimentary provider guest registrations for each statewide meeting
 - c. 100% discount off exhibitor fees
 - d. Priority booth assignment
 - e. Scrolling logo with link to your home page
 - f. First option to available sponsor items for statewide meetings
 - g. Opportunity to provide your promotional items in the conference registration packets
 - h. Opportunity for your company representative to introduce a presenter at each statewide meeting
5. Diamond - \$11,000 annually
 - a. One Private (Diamond Sponsors only) luncheon or cocktail party with all Provider attendees.
 - b. Free premium exhibiting – 10' exhibit space for all conferences
 - c. All opportunities listed under Platinum

C. Details of the Corporate Sponsorship Program

1. Sponsorship period will be January 1 through December 31
2. Sponsorship agreements are due by November 30 for the upcoming year

3. Payment is due no later than January 31 of each year
4. A sponsor may enroll mid-year but also must commit to a full year sponsorship for the next year. A prorated sponsorship program will be made available in July

D. Region 5 Institute Exclusion

1. When the Florida chapter hosts the Region 5, sponsors will be solicited in addition to the Corporate Sponsor agreement currently in place for that particular year

VIII. Installation Banquet and Awards

A. The format of the installation banquet will be as follows:

1. Welcome address by the President.
2. President's speech and recognition of current (outgoing) Florida Chapter Board.
3. Other recognitions by President.
4. Installation of new Florida Chapter Officers and Board.
5. President presents newly installed President with the President's pin and gavel.
6. Acceptance speech and closing remarks by newly installed President.

B. The following awards may be presented by the President:

1. Outstanding Member – This is traditionally a board member that excelled in their position. However, it can be any member that deserves recognition for an outstanding contribution to the Chapter.
2. President's Award – This is traditionally an award given to a member that the President would like to recognize as supporting him/her in their role.
3. President's Mentor Award – This award is traditionally given to a member that assisted the President with planning and advising throughout their HFMA leadership journey.
4. Special Recognition Award – This is an optional award that may be given to a member who took on a special cause at the request of the board.
5. Rotating Regional Director Award – This award may be given to a Regional Director that exceeded the number of required educational hours.

IX. HFMA National Policies

A. Guidelines for Chapter Use of Mailing List and Database of HFMA Members

The HFMA Board of Directors may approve the establishment of chapters, by charter, to serve specific geographic areas. The rights and obligations of HFMA chapters are specified in the HFMA Chapter Charter. In addition, the HFMA Board of Directors has adopted the following guidelines to further define the document as it relates to chapter use of chapter mailing lists or member databases.

1. Mailing list

- a. Chapters may use the chapter mailing list or member database solely to conduct the business of the chapter and HFMA.

2. Examples of chapter business usage include:

- a. Distribution of Chapter bulletins, announcements, etc.
- b. Distribution of ballots for elections of chapter officers or bylaws changes.

- c. Notification of chapter meetings to carry out the business of the chapter.
- d. Notification of chapter educational events.
- e. In the instance of co-sponsored educational events with non-HFMA organizations, chapters may provide a limited or one-time use to the co-sponsoring organization.
- f. The promotional material must include the chapter name (e.g., the XXX Chapter of HFMA) and if a logo is used, it must be the chapter logo (i.e., not to be mistaken for the HFMA-only logo).

3. Sponsorship

- a. Chapters may not offer the chapter mailing list or database of members as part of any chapter sponsorship package. Rather, chapters may provide a list of pre- and post-registered program attendees as part of a chapter sponsorship package. This information **MUST** exclude email addresses and contact information of HFMA individuals who have specifically requested “no outside usage” on their HFMA member profiles.

4. Email Communication

- a. Additionally, when communicating with chapter members via mass email distribution, chapters are charged with protecting the privacy of chapter member email addresses by ensuring that the email addresses are not displayed in a manner that makes them vulnerable to being copied, pasted, and misused by the recipient. Placing email addresses in the bcc (blind carbon copy) section of the email form fosters email address privacy. Chapters are charged to be cognizant and mindful of overuse concerning email communication. Approved HFMA Board of Directors April 2002

B. Whistleblowers Protection Policy

- 1. The Chapter will abide by National’s policy as stated on their website.

C. Conflict of Interest Policy

- 1. Each Board member will sign National’s Conflict of Interest Policy.

D. Record Retention Policy

- 1. The Chapter will abide by National’s policy as stated on their website.
- 2. In addition to National’s record retention policy, the Chapter will retain all education documents for five years.

X. Chapter Organizational Chart

Board Position	Committees
President	Nominating Executive Yerger LINK
President-elect	Strategic Planning Mini-LTC Installation Banquet
Secretary	DCMS Bylaw Compliance Founders Data Management
Treasurer	Financial Review
Immediate Past President	Past Presidents Council
Director of Education / Program Chair	Curriculum Registration Strategic Alliance Onsite Logistics
Director of Policy / Finance	Sponsorship Policy
Director of Member Services	Membership Volunteer Outreach
Director of Administration	Communications Website History
Regional Director – North	Regional Education – Destin Regional Education – Gainesville Regional Education – Jacksonville Regional Education – Tampa Regional Education – Orlando Regional Education – Space Coast
Regional Director – South	Regional Education – Naples Regional Education – Palm Beach Regional Education – Miami
Director of Interactive Learning	Senior Executive Forum Revenue Cycle Forum Reimbursement Forum Technology Forum Webinars Legislative Forum Certification
Director of Innovation	Early Careerist

XI. Region Five Operating Agreement

Introduction and Objectives

This agreement is entered into by the Alabama, Florida, Georgia, South Carolina, and Tennessee Chapters of the Healthcare Financial Management Association (HFMA), known as “Region Five” (Region) pursuant to the Regional Executive Program (REP) policy.

In addition to the objectives as stated in the REP policy, the objectives of the Region will be as follows:

- To foster a dialogue and effective communication between chapters and the National HFMA
- To assist chapters in administering and providing services that meet members’ needs
- To serve as a focal point for the development of effective intra-regional cooperation

For carrying out its objectives, the Region may undertake activities that will promote and develop the Region and advance the objectives stated in the Constitution of the HFMA pursuant to the guidelines and limitations prescribed by the HFMA.

Membership

Membership in the Region consists of the following Chapters of the HFMA: Alabama, Florida, Georgia, South Carolina and Tennessee.

Governance and Leadership

The current year’s HFMA Presidents from the five member Chapters shall be referred to as the “Officers.” President-Elects of the five Chapters are not Officers, except at the Leadership Training Conference (LTC) as provided below. The activities of the Region shall be managed by the Officers in conjunction with the Regional Executive Team consisting of the Regional Executive (RE), the Regional Executive-Elect (RE2), Regional Executive-Elect-Elect (RE3) and the National Board member (BML) assigned to this region. {The BML is the Board member assigned to participate in the region’s Fall President Meeting activities.}

The definitions of the RE, the RE2, RE3 and the BML, their primary responsibilities, and their qualifications for office are as provided by National, as amended from time to time. The RE will be the Regional Team Leader. For the LTC, the officers shall be the President-Elects.

The Officers shall be elected in accordance with the Constitution and Bylaws of the individual Chapters. Annually the Officers will elect the RE3 at the LTC.

Selection Process

- Individuals interested in becoming a Regional Executive are required to apply for the position and document experience that demonstrates necessary qualifications and competencies.
- The Regional Executive 3 will solicit nominations by contacting chapter leaders.
- The Regional Executive and Regional Executive 2 will interview qualified individuals and make recommendations to chapter presidents-elect at LTC. Regions may choose to have additional interviews performed by other chapter/regional volunteer leaders.
- The Regional Executives shall seek references, feedback, and recommendations from the chapter leadership from which the nominee is a chapter member.

- Regional Executives are elected by chapter presidents-elect during the LTC held in the year prior to their term of office as Regional Executive 3.
- Chapters may only have one member serve at a time in one of the three roles to ensure equitable distribution across the chapters.

Vacancy

- In the event of a vacancy in the office of RE, the RE2 will assume the role of RE, with the approval of the Officers and HFMA. The RE3 will assume the role of RE2 and a new RE3 will be selected pursuant to the selection process referenced above.
- In the event of a vacancy in the office of RE2, the RE3 will assume the role of RE2 with the approval of the Officers and HFMA. A new RE3 will be selected pursuant to the application and interview selection process referenced above.
- In the event of a vacancy in the office of RE3, a new RE3 shall be selected pursuant to the application and interview selection process referenced above.
- Should the RE2 or RE3 be unwilling or unable to fill the vacancy as outline above the Regional Executives and Officers will fill the vacancy as deemed best for the region, including one of the Regional Executives serving multiple terms, with the approval of HFMA. A replacement must complete the application and interview process referenced above.
- In filling a vacancy, preference may be given to a replacement from the chapter in which the vacancy occurs if the replacement meets the qualifications and competencies as set forth below, and upon approval of the Officers and HFMA.

HFMA Regional Executive Position Description & Competencies

Term of Office: Three years

Role

The Regional Executive is a key volunteer leadership position that exists to:

- Serve as the primary volunteer leader between volunteers at the local level and the Association
- Assist chapter leaders in serving members
- Promote and lead change efforts to drive HFMA's strategies
- Foster dialogue and communication at all levels of HFMA
- Represent the needs and interests of chapter leaders at the Regional Executive Council and to the HFMA National Board and staff
- Work to create a seamless system of service
- Encourage chapters to collaborate and help other chapters

The term is for three years starting as incoming RE3, incoming RE2, and RE. It is critical that all three roles within the region work to establish effective communication, collaboration, and coordination to assist chapter leaders in serving member needs.

Qualifications and Competencies

The successful Regional Executive must be able to:

- View issues from multiple perspectives in order to meet the needs of the HFMA member

- Understand and support the strategies set by the National Board to meet member needs
- Communicate the opportunities and challenges in executing those strategies at the chapter level
- Assess past performance and recommend ways to support continued good performance or identify areas for improvement
- Think strategically, build relationships and consensus among chapter leaders, encourage collaboration across chapters
- Strong listening and communication skills
- Experience facilitating meetings and building teams
- Good time management skills
- Experience leading change management efforts is highly desired
- Previous service as chapter president
- FHFMA/CHFP certification preferred

Responsibilities

Regional Executive	Regional Executive 2	Regional Executive 3
Regional Executive Council: set policy and goals related to the Chapter Balanced Scorecard, Davis Chapter Management System, and Founders Merit Award Program.		
• Attend Council meetings as the voting member for the region • Mentor Regional Executive 2 and 3	• Attend in-person meetings as allowed by Regional Operating Agreement (ROA) or national policy (see meeting attendance below) • Attend teleconference calls of the REC • Mentor Regional Executive 3	• Attend in-person meetings as allowed by ROA or national policy (see meeting attendance below) • Attend teleconference calls of the REC
Regional Operating Agreement: conduct yearly review of regional operating agreements to ensure they are adhered to and updated.		
• Lead discussion at Fall Presidents Meeting to approve ROA	• Gather input from chapter leaders prior to Fall President's Meeting	
Regional Executive Nomination Process: solicit nominations, review qualifications, interview prospective RE's and carry out election process		
• Solicit nominations • Interview candidates for RE 3 • Facilitate discussion and election of incoming RE 3 during LTC Regional Planning Time	• Solicit nominations • Interview candidates for RE 3	• Solicit nominations • Review qualifications of applicants • Coordinate interviews with RE and RE 2 prior to LTC
Chapters: Serve as primary liaison between chapter leaders and the Association		
• Lead at least quarterly conference calls with chapter presidents and presidents-elect • Work with RE 2 to coordinate travel to chapter meetings per ROA	• Develop agenda for quarterly conference calls with chapter presidents and presidents-elect	• Coordinate the scheduling of quarterly conference calls with RE's and chapter presidents and presidents-elect

As necessary, work with chapter leaders if a Chapter Advancement Plan is needed	- Work with RE to coordinate travel to chapter meetings per ROA - Monitor CBSC progress for the region	Where possible, attend chapter meetings with the RE and RE 2 per ROA
---	---	--

Other Responsibilities of Regional Executives (RE):

- Lead, participate in, and attend all meetings of the Region.
- Visit each Chapter at a Board meeting, retreat, or educational meeting at least once per year.
- Communicate regularly with the Officers by phone, fax, mail, or email, on National, Regional, or Chapter HFMA issues. Chapter Board Meetings can be attended by conference call if circumstances prevent attendance in person during the year, but this should be a rare occurrence.
- Attend and participate in meetings of the Regional Executive Council.
- Plan and coordinate the Fall Presidents' Meeting that will be held during their term as RE.
- Orient and train the RE2 and RE3.
- Serve as the Regional Treasurer.
- Maintain permanent files for all minutes of all Regional meetings.
- Prepare financial report(s) as required by this agreement.
- Conduct the required Financial Review of the Region's finances as reported by the prior year's Regional Executive.
- Other duties as may be assigned by National or the Officers.

Responsibilities of the Regional Executive-Elect (RE2):

- Take, prepare, and distribute minutes of all Regional meetings.
- Ensure the RE has the approved minutes of all Regional meetings.
- Transfer permanent files to the incoming RE2 at the beginning of the new HFMA year.
- Attend the regularly scheduled meetings of the Region.
- Other duties as assigned by the RE, Officers, and the HFMA.

Responsibilities of the Regional Executive-Elect-Elect (RE3):

- Support the RE and RE2 as needed.
- Take minutes of the Regional meetings in the absence of the RE2.
- Attend the regularly scheduled meetings of the Region.
- Other duties as assigned by the RE, Officers, and the HFMA.

Financial Provisions

The Regional Treasury shall be maintained by the RE. All funds shall be deposited in interest bearing accounts. The RE, as Treasurer, shall provide to the Officers, on at least an annual basis, not later than the Annual National Institute (ANI) at the end of their term, a summary of all cash activity and current balance information. The RE shall prepare and submit all the financial

reports related to the 990 tax filing by August 1st including a Financial Review by a chapter member.

The Regional Treasury shall begin each year on June 1 with a balance between \$15,000 and \$20,000. In any year in which the balance on June is below \$15,000 the Chapters shall be assessed an amount sufficient to increase the balance to \$15,000. The assessment should be an amount sufficient, when deducting the budget for the upcoming year, to maintain a balance in the range indicated above.

The host Chapter retains proceeds from the Dixie Institute. No Dixie funds are deposited to the Region's bank account.

Covered expenses for the Region's treasury are:

- Normal operating expenses as incurred by the RE in the ongoing operations of the Region such as fidelity bond, postage, website, etc.
- Reasonable expenses related to the promotion and conduct of the Fall Presidents' Meeting including postage, reception expenses, etc.
- Travel expenses and ANI tuition for the outgoing RE and the RE2 for the ANI if not covered by National. (National covers expenses for RE)
- Travel expenses for the RE, R2 and RE3 for the Dixie Institute. The hosting Dixie chapter will give the RE, RE2 and RE3 complimentary registrations.
- Travel expenses for the R2 and RE3 to the LTC if not covered by National.
- Travel expenses not covered by National for the RE, RE2 and RE3 for the following meetings:
 - Fall Presidents' Meeting (FPM)
 - November REC Meeting
- Any other expenses approved by the officers.

Note: Individual Chapters will reimburse the RE and BML for travel expenses associated with chapter visits. If the RE is unable to make a chapter visit they may designate the RE2 or RE3 to conduct the visit in which case the chapter will reimburse the RE2 or RE3 for travel expenses. No dividends or pecuniary profits shall be declared or paid to the membership of the Region, or to any other individual or entity, or group of individuals or entities. Nor shall the Region undertake any action or practice that would jeopardize its exemption from state or federal tax under 501(c) (6) of the Internal Revenue Code of 1954, as amended.

Meetings

Meetings of the officers shall be held annually at the following four meetings:

- Fall Presidents' Meeting
- Annual National Institute
- Dixie Institute
- Leadership Training Conference

Other meetings may be held as such times and places as deemed necessary or appropriate by the RE or Officers. These specially called meetings may be held by conference call.

Fall Presidents Meeting

Effective 2014, the Fall Presidents Meetings will be held in one location at the same time. The Regional Executive Council is responsible for setting the agenda for the meeting at their June council meeting. The meeting agenda will include formal time set aside for regions to meet as a group for regional business and successful practice sharing. The agenda will also provide opportunities for attendees to meet as a whole with other chapters and regions on HFMA strategies, best practice exchanges, and with the National Board and HFMA staff.

HFMA staff will be responsible for logistical planning for the meeting and HFMA will provide meeting room space for each region. HFMA will assume meeting expenses to include meeting room rental and meals associated with the on-site meeting times (i.e. breakfast, lunch, and breaks). HFMA will cover up to three nights lodging each for the president and president-elect (or their representative) to attend the meeting. HFMA will reimburse reasonable travel expenses for the Regional Executive and the Regional Executive-elect to participate in the meeting (airfare, lodging and meals).

Region 5 is encouraged to plan activities outside the planned agenda time, to foster camaraderie among the region's leadership. Activities outside the planned agenda time will be financed by the region. Each chapter will reimburse the following for the President and President-elect

- Airfare and related airport expenses will be covered by each chapter for chapter officers in attendance.
- Meals not covered during on-site meeting times (including spouses)
- Regional activities (including spouses)

Dixie Institute

The rotation of the host Chapter for the Dixie Institute is as follows:

- Alabama
- South Carolina
- Tennessee
- Georgia
- Florida

The Dixie Institute will be held between February 15 and the last day of March each year. Region 5 Chapters will NOT host a state-wide, multi-day meeting within a period of three weeks before and three weeks after the Dixie Institute in order to encourage participation by its Chapter members in the Dixie event.

Educational hours for the Dixie Institute shall be allocated in the following manner for DCMS purposes:

- Each state's members within the five-state Region who attend will accrue registrant hours to their home state.
- All hours accrued by members from outside the Region will be awarded to the host Chapter.
- All hours accrued by non-HFMA members will be awarded to the host Chapter.

The hosting Chapter shall invite at least one member from each of the other Chapters to attend planning committee meetings. The committee members will share relevant information with their home Chapters in order to support and promote the Dixie.

Each Chapter will provide its roster of current membership to the hosting Dixie Chapter for the purpose of marketing the Dixie Institute. The hosting Dixie Chapter will provide a roster of Dixie attendees to sponsors, exhibitors, and attendees of the Dixie Institute. If the Region 5 website has the appropriate security for protecting information, the chapter membership rosters may be kept on the regional website for ease of access by other chapters in the region.

The Sponsorship Program for the Dixie Institute will be established, coordinated and maintained by the host Chapter each year. In order to promote continuity and fairness from year to year, the host Chapter will make its best efforts to adhere to the following sponsorship guidelines:

1. The number of exhibit spaces will be determined by the hotel/convention floor plan. The suggested exhibitor levels are:
 - a. Diamond @ \$15,000 each
 - b. Platinum @ \$10,000 each
 - c. Gold @ \$7,500 each
 - d. Silver @ \$5,000 each
 - e. Bronze @ \$2,500 each
2. All exhibitor and sponsorship opportunities will be given first to the previous year's sponsors and/or the hosting Chapter's sponsors to be determined by the hosting chapter. An example of the distribution schedule is as follows:
 - a. Week 1 – Previous Dixie Diamond sponsor and hosting Chapter's top level sponsors.
 - b. Week 2 – Previous Dixie Diamond, Platinum and Gold sponsors and hosting Chapter's sponsors.
 - c. Week 3 - Previous Dixie Diamond, Platinum, Gold and Silver sponsors and hosting Chapter's sponsors.
 - d. Week 4 - Previous Dixie Diamond, Platinum, Gold, Silver and Bronze sponsors and hosting Chapter's sponsors.
 - e. Week 5 – Open to everyone.
3. At the conclusion of the Dixie the sponsorship lists with contact information should be forwarded to the Chapter hosting the Dixie the following year.

Regional Initiatives

The Region 5 Board members may designate regional initiatives that support the objectives outlined in this agreement. Regional initiatives may be submitted for regional Yerger recognition and awards. Since the Chapter Presidents will vote on regional initiatives, it is expected that all chapters will participate. However, if a chapter votes not to participate, the Chapter President should notify the RE who will in turn discuss with the remaining Presidents to determine if partial participation hinders the expected results of the initiative. A regional Yerger

submission can occur if at least two chapters participate.

Regional initiatives approved by the Chapter Presidents are not required to be added to this agreement unless they continue more than one year.

Region 5 Webinars

Region V will collectively generate four (4) webinars during the course of one fiscal year. This initiative began in the 2012-13 year. Hosting accountability will rotate from Chapter to Chapter on a quarterly basis. The Chapter that is responsible for planning the Dixie Institute will NOT be responsible for hosting a regional webinar that fiscal year, unless they so choose to do so. The sequence of responsibility for each Chapter during a fiscal year shall follow the same rotation as determined in hosting of the Dixie Institute.

In the event a Chapter is unable to host a regional webinar in the described rotation, the remaining Chapters will be given the opportunity to provide the webinar for that slot in the rotation, thus ensuring four webinars as presented during the year. The Chapter Presidents may reorganize the rotation as they see fit as long as four webinars are hosted between June and March.

The decision process for selecting the Region 5 Webinar dates, times, topics, speakers, and sponsors should be discussed and coordinated during the routine Region 5 Board meetings and other means of communication throughout the year. Each Chapter has the privilege of determining a Chairperson for their webinar rotation. The RE may collaborate with the Chapter's webinar representatives to ensure that webinar content is not duplicated.

The Region 5 Webinars will be branded and marketed under the Region 5 logo with links to and from the respective chapter websites. Online registration for the Region 5 Webinar is required for accounting of education hours and is the responsibility of the hosting chapter. Each chapter will send its membership list to the hosting chapter 30 days prior to the webinar date. The host Chapter will report education hours to National and to each Region 5 Chapter

The hosting Chapter should make every effort to identify a sponsor to host the webinar so that minimal fees for marketing and broadcasting are incurred. However, if necessary, outsourcing is allowable if approved by the Region 5 Officers.

The education hours for the webinars will be allocated in the same manner as the hours for the Dixie Institute as listed above. A vote is required from the Officers to discontinue the region's hosting of webinars.

Policies

Region 5 adopts and agrees to abide by HFMA's current Record Retention Policy, Whistleblower Protection Policy, and Conflict of Interest Policy all of which are located on HFMA's Chapter Leader website in the Treasure's Toolbox. Each Region 5 member will sign the Conflict of Interest Form.

Termination of Region

If the Region ceases to function, or in the event of liquidation or dissolution, or the elimination of the Region structure by the HFMA, all regional records shall become the property of HFMA. All funds in the regional treasury shall be equally distributed to the Region V Chapters.

Voting

Each Chapter has one vote. At all meetings, at least 50% of the current year's Officers (Chapter Presidents) must be present and voting to constitute a quorum. A President may delegate their voting right by written proxy, filed with the RE before or at the time of the meeting. No proxy shall be valid more than 60 days from the date of its execution. Electronic mail is considered "in writing" for purposes of this provision.

Amendment

In the event the Constitution and Bylaws of the HFMA shall be amended in a manner which requires an amendment to this Operating Agreement, or in the event other action is taken by HFMA that would necessitate change to this Operating Agreement, then this Operating Agreement is considered changed by such amendment. No action is required by the Officers or the Region to effect such a change. Any such amendment or change shall become effective concurrently with the amendment or action which required it and the text of the amendment will be appended to this Operating Agreement by the RE as promptly as practical after receiving the same from the HFMA.

Amendment to this Operating Agreement may be proposed by any Officer, by distributing a written copy of said amendment, at least 14 days, but no more than 30 days prior to the regularly scheduled meeting during which a vote will be taken. If the amendment is proposed, and to be voted upon at a special meeting, then not less than 30 days notice is required. Any amendment of this Operating Agreement shall require an affirmative vote by four of the five Officers.

This agreement need not be executed by the Chapters each year, but will be valid until changed or amended pursuant to this agreement.