

# **REGION 7 OPERATING AGREEMENT**

## **Purpose**

The purposes of Region 7 Operating Agreement are:

- To assist chapter leaders in serving members through regional planning and the improvement of chapter management practices.
- To foster dialogue and effective communications between National and chapter levels of HFMA.
- To represent the needs and interests of chapter leaders to the HFMA Board and management.
- To encourage chapters to collaborate and help other chapters through regional planning.

Region 7 is composed of the following chapters:

First Illinois	Indiana Pressler Memorial
Wisconsin	Southern Illinois
McMahon-Illini	

## **REGIONAL EXECUTIVE SELECTION AND TERM**

Term: Regional Executives serve a one-year term beginning June 1 of each year. Regional Executives may not serve two consecutive terms as Regional Executives, but may be involved in another National position in years subsequent to or prior to services as Regional Executives.

Selection: Regional Executives are elected by chapter president-elects at the Leadership Training Conference (LTC) held in the year prior to their term of office. Regional Executives may be elected earlier than this, but all elections must be held no later than the Leadership Training Conference. All nominations must be received by the current Regional Executives and the National office in advance of the election.

The nomination of the Regional Executives will be provided by the designated chapter based upon the following rotation schedule:

<u>CHAPTER</u>	<u>CHAPTER YEAR</u>	<u>CHAPTER YEAR</u>	<u>CHAPTER YEAR</u>
Indiana Pressler Memorial	2001/2002	2006/2007	2011/2012
McMahon-Illini	2002/2003	2007/2008	2012/2013
First Illinois	2003/2004	2008/2009	2013/2014
Wisconsin	2004/2005	2009/2010	2014/2015
Southern Illinois	2005/2006	2010/2011	2015/2016

Should the chapter in their rotation year fail to nominate a qualified candidate; the next immediate chapter in the rotation schedule will be bypassed to prevent a chapter from having two consecutive years of eligibility. The next subsequent chapter will be eligible to nominate a candidate for that chapter year. If that chapter fails to nominate a candidate, the next chapter in the rotation schedule will be eligible to nominate a candidate. For example, if Wisconsin fails to nominate a candidate for the chapter year 2004/2005, the Southern Illinois Chapter (the next immediate chapter) will be bypassed and Indiana Pressler Memorial Chapter (the next subsequent chapter) will have the opportunity. This process will continue in the chapter rotation order until a candidate is nominated. This will allow the chapter rotation order to remain in tact.

### **Eligibility**

A Regional Executive Nominee must meet the following eligibility requirements:

- The nominee must be an Advanced Member or National Life Member in good standing at the time of nomination.
- The nominee must have served at least two years as a chapter officer (elected position and/or appointed due to filling of an officer vacancy).
- The nominee may not serve concurrently as a chapter officer during their term as Regional Executive, excluding the position of immediate past president. The Regional Executive -elect may serve as a chapter officer during their term as Regional Executive -elect.
- The nominee may not be from the same chapter as the Regional Executive who held the position in the year immediately prior to the nominee.
- The nominee must make a commitment to meet the responsibilities of their position and be knowledgeable about chapter and Association matters.

### **The Regional Executive role**

The Regional Executive has primary responsibility for most of the operational aspects of the regional executive program. This involves monitoring the performance of chapters within the region, convening and organizing meetings of the regional leadership as required, maintaining

communications with the chapters in the region, and representing the needs and interests of the region's chapter leaders on the National Advisory Council (NAC). *Refer to Appendix A for additional detail concerning the Regional Executive responsibilities.*

### **The Regional Executive-elect role**

The Regional Executive -elect plays a supportive role to the efforts of the Regional Executive and spends much of the year preparing to lead the region during the term of office as Regional Executive. The Regional Executive -elect augments and bolsters the activities of the Regional Executive by attending meetings, helping the Regional Executive monitor chapter activities, and assisting with the ongoing communications process within the region. *Refer to Appendix A for additional detail concerning the Regional Executive-elect responsibilities.*

### **The Assigned Board Member role**

The assigned board member serves as a resource to chapter leaders on the National perspective of an issue and takes a strong interest in the perspectives of chapter leaders regarding these issues. This should not be taken as a representational role. While the board member has an obligation to listen to and convey the views of chapter leaders within the region, the board member has no obligation to advocate or vote for the views of the chapter leadership within the region. The National board member represents all individual members since it is the members who elect the board member. By representing individual members the board member represents and is responsible to the entire Association. *Refer to Appendix A for additional detail concerning the assigned board members responsibilities.*

### **Chapter Responsibilities**

- Each chapter will submit to the Regional Executive, Regional Executive -elect, and Board member their membership directory.
- The Regional Executive, Regional Executive -elect and Board member will be included on the chapter's mailing list.
- Invite Regional Executive, Regional Executive -elect and, Board member to at least one chapter meeting (preferably Annual Meeting) or Board meeting.
- Each chapter will submit to the Regional Executive, Regional Executive -elect and Board member the chapter's newsletter, meeting brochures, board minutes, and chapter survey summaries.
- Provide meeting date information to chapter presidents of Region 7 to be included in chapter membership directory. If not available at time of membership publication to be submitted to chapters for inclusion in chapter newsletter.

### **Fall Presidents Meeting Rotation**

The host chapter will be responsible for determining the location of the Fall Presidents Meeting and arranging the facility requirements, logistics and social events based upon the following rotation schedule:

<u>HOST CHAPTER</u>	<u>CHAPTER YEAR</u>	<u>CHAPTER YEAR</u>	<u>CHAPTER YEAR</u>
Indiana Pressler Memorial	2001/2002	2006/2007	2011/2012
McMahon-Illini	2002/2003	2007/2008	2012/2013
First Illinois	2003/2004	2008/2009	2014/2015
Wisconsin	2004/2005	2009/2010	2015/2016
Southern Illinois	2005/2006	2010/2011	2016/2017

Meeting expenses for meals, refreshments, and social events will be paid by the host chapter. The National organization shall provide for the meeting expenses of the Fall Presidents Meeting, including room rentals and meals up to a maximum of \$500.

### **Reimbursement for Regional Executive. Regional Executive-elect and Board Member**

- The travel and expenses of the Regional Executive, Regional Executive-elect, and the Board member are paid by National for Leadership Training Conference and Fall Presidents Meeting that they are required to attend.
- The travel and expenses of the Regional Executive and Board member are paid by National for the Annual Chapter Presidents Meeting and the National Advisory Council Meetings which they are required to attend.
- National will pay the travel and expenses of Board member for board meetings they are required to attend.
- The National organization will facilitate an opportunity for the region to meet during the Leadership Training Conference and the Annual National Institute at no cost to the region, excluding meals and refreshments.
- Travel and expenses of the Regional Executive, Regional Executive-elect and Board member are paid by the chapter for meetings they are requested to attend (i.e. board meetings, educational sessions, installation of officers, annual chapter meeting).

- Chapters will "waive" the education fee for the Regional Executive, Regional Executive-elect, Board member, chapter presidents, and president-elects to encourage their attendance at chapter meetings outside of their "home" chapter.
- Travel and expenses of the Regional Executive, Regional Executive-elect, Board member, and chapter officers for attendance at regional meetings, are paid by that person's "home" chapter.

### **Other Regional Matters**

- At the Fall Presidents Meeting (FPM) the Regional Executive and Regional Executive-elect will survey the chapters as to the need for a regional meeting of chapter officers to be held subsequent to FPM. If required, the Regional Executive and Regional Executive-elect in conjunction with the chapter presidents and president-elects will determine the date, time, and location for the regional meeting. The Regional Executive and Regional Executive-elect will be responsible for all logistical arrangements and preparation of the agenda.
- During the regional sessions at the Leadership Training Conference (LTC) the Regional Executive and Regional Executive-elect will survey the chapters to determine if they need to meet at the Annual National Institute (ANI) to further discuss regional or National issues.
- Each chapter shall have the right to cast one vote on regional business at the LTC, FPM, Annual Chapter Presidents Meeting, and Regional Meeting. The vote shall be cast by the President or their designated representative.
- The Regional Executive and Regional Executive-elect will determine at LTC if the chapters desire to support a nominee from Region 7 to serve on the National Nominating Committee. If a nominee is selected the Regional Executive and Regional Executive-elect will request support from the other regions and provide a resume of Region 7's nominee.
- The chapters have determined that further study is necessary on the development of a regional treasury. The chapters believe there is a benefit to doing more on a regional basis (i.e. regional educational meeting, mini-LTC at the regional level), but are uncertain as to the necessity of a regional treasury.
- The Regional Executive and Regional Executive-elect will determine at the FPM if the chapters desire to support a nominee for the Board and Officer positions. Nominees names will be submitted to National by the Regional Executive indicating support from Region 7.

*Revised April, 2002*

- The Region 7 Operating Agreement will be reviewed annually at the Fall Presidents Meeting and if necessary updated/revised.

The following chapter leaders accept the terms and conditions of this Agreement on behalf of their chapters and/or their position with HFMA.

\_\_\_\_\_  
**First Illinois President      Date**

\_\_\_\_\_  
**Indiana Pressler Memorial      Date**

\_\_\_\_\_  
**Wisconsin President      Date**

\_\_\_\_\_  
**Southern Illinois President      Date**

\_\_\_\_\_  
**McMahon-Illini President      Date**

## **APPENDIX A**

### **Regional Executive Program Policy and Procedures**

#### **Purpose**

The purposes of HFMA's Regional Executive program are:

- To serve as the primary volunteer and policy link between the chapters and HFMA National;
- To assist chapter leaders in serving members;
- To foster a dialogue and effective communications between the National and chapter levels of HFMA;
- To represent the needs and interests of chapter leaders to the HFMA Board and management, and
- To encourage chapters to collaborate and help other chapters.

To administer the processes that accomplish these purposes, chapters select a Regional Executive each year. In addition, the HFMA Chairman assigns elected Board members to individual regions for communication purposes. By selecting the Regional Executive at the Leadership Training Conference (LTC) during the year prior to the beginning of that individual's term, the region effectively benefits from two leaders of the region, the Regional Executive and the Regional Executive-elect. In each region, therefore, a Regional Executive and a Regional Executive-elect are jointly responsible for the success of the Regional Executive program.

#### **General Roles**

While both the Regional Executive and the Regional Executive-elect are responsible for the success of HFMA's Regional Executive program, they have different, yet complementary, roles. These roles differ somewhat between regions as individual regions have developed activities specific to their region. It is also useful to consider the general roles played by other important participants in the Regional Executive program.

**The Regional Executive role.** The Regional Executive Council will serve as the primary link between the chapters and HFMA National. The Regional Executive Council has all authority related to those activities that impact chapters other than dues and other policies that are reserved by the HFMA National Board of Directors. This involves policy making and compliance authority as it relates to the Davis Chapter Management System (DCMS), monitoring the performance of chapters within the region, convening and organizing meetings of the regional leadership, maintaining communications with the chapters in the region, and representing the needs and interests of the region's chapter leaders on the Regional Executive Council (REC).

**The Regional Executive-elect role.** The Regional Executive-elect supports the efforts of the Regional Executive and spends much of the year preparing to lead the region during the term of office as Regional Executive. The Regional Executive-elect augments and bolsters the activities of the Regional Executive by attending meetings, helping the Regional Executive to monitor chapter activities, and assisting with the ongoing communications process within the region.

**The regionally assigned Board member role.** The regionally assigned Board member serves as a resource to chapter leaders on the national perspective of an issue. While the Board member has an obligation to listen to and convey the views of chapter leaders within the assigned region, the Board member has no obligation to advocate or vote for the views of the chapter leadership within the assigned region. The HFMA National Board member represents all individual members since it is the members who elect the Board member. By representing individual members, the Board member represents and is responsible to the entire Association.

**The staff role.** HFMA has a responsibility to assist the Regional Executive, Regional Executive-elect, and the regionally assigned Board member in the performance of their duties. This involves logistical support when requested, information and consultation on chapter and regional matters, information support on chapter performance, training support, and other activities to help the Regional Executive, Regional Executive-elect, and Board member be successful.

### **Selection and Term of the Regional Executive**

**Term.** Regional Executives serve a one-year term beginning on June 1 of each year. Regional Executives may not serve two consecutive terms as Regional Executive, but they may be involved in another national position in years subsequent to or prior to service as a Regional Executive.

**Selection.** Regional Executives are elected by chapter presidents-elect prior to or during the LTC held in the year prior to their term of office. Regional Executives may be elected earlier than this, but all elections must be held no later than the LTC. All nominations must be received by the current Regional Executive and the HFMA National office in advance of the election. Procedures for nomination and election of the Regional Executive that meet the requirements specified in this policy may be established by the region.

**Eligibility.** A Regional Executive nominee must meet the following eligibility requirements:

- The nominee must be an advanced member or National Life Member in good standing at the time of nomination;
- The nominee must have served at least two years as a chapter officer in an elected position;

- The nominee may not serve concurrently as a chapter officer during their term as Regional Executive, excluding the position of immediate past chapter president. A Regional Executive-elect however, may serve as a chapter officer during their term as Regional Executive-elect;

To be successful as a Regional Executive, an individual must be knowledgeable about chapter and Association matters, have demonstrated abilities as an HFMA leader through recent chapter and/or national involvement, be an effective communicator, be genuinely interested in future involvement in National leadership, have the ability to make a commitment to meet the responsibilities of the position, and be a knowledgeable and astute professional in healthcare financial management. These qualities should be considered by chapter leaders when selecting a nominee and when electing the Regional Executive.

### **Regional Operating Agreements**

Each region must have an operating agreement that is adhered to by all of the chapters in the region to ensure continuity in the implementation of regional activities and to implement the regional executive program policy as approved by the HFMA Board of Directors. This agreement must specify procedures for the selection of the Regional Executive and the assigned duties of the Regional Executive and Regional Executive-elect within the Regional Executive program policy as approved by the HFMA Board of Directors. The agreement may also specify procedures for regional treasuries, determining the locations of Fall Presidents Meetings, financing chapter visits by the Regional Executive or Regional Executive-elect, or other matters as agreed to by the chapters of the region. The regional operating agreement may not specify responsibilities for the regionally assigned Board member beyond those specified in the Regional Executive program policy approved by the HFMA Board of Directors. A copy of the regional operating agreement must be placed on file with HFMA National.

### **Financing Regional Activities**

The travel and expenses of the Regional Executive and the regionally assigned Board member are paid for by HFMA National for the LTC, Fall Presidents Meetings (FPMs), Annual Chapter Presidents meeting (ACPM), and Regional Executive Council meetings that they are required to attend. The travel and expenses of the Regional Executive-elect are paid for by HFMA National for the LTC and FPMs that they are required to attend. Specific policies governing these expenses may apply to certain of these activities. Generally, the policy is to provide for the travel and expenses necessary to carry out the activity.

Visits by HFMA National Board members, Regional Executive-elect, and Regional Executives to individual chapters are generally paid for by the chapter. The payment of these expenses are subject to the operating agreement of the region. HFMA National will not pay the expenses of a Regional Executive or HFMA National Board member to attend any other regional meetings beyond those specified in this policy. Attendance at regional meetings conducted in conjunction with any of the paid trips is encouraged.

HFMA National shall provide for the meeting expenses of the Fall Presidents Meetings, including room rentals and meals, up to a maximum of \$500 per region. HFMA National will facilitate an opportunity for the region to meet during the LTC and the Annual National Institute (ANI) at no cost to the region, excluding meals and refreshments.

### **Specific Responsibilities and Coordination**

The specific responsibilities of the Regional Executive, Regional Executives-elect, the regionally assigned Board member and HFMA management are presented in the chart following this section. While these expectations are clearer and more specific than the general roles stated above, it is recognized that many gray areas still exist. In particular, the expectations of an individual region for its Regional Executive or Regional Executive-elect are not addressed because these differ throughout the chapter network and should be addressed in regional operating agreements. Regions are encouraged to make their specific responsibilities clear in the regional operating agreement so that all those involved are aware of what is expected of them.

Beyond the regional expectations, considerable flexibility exists in how the Regional Executive and Regional Executive-elect may carry out their general roles and specific responsibilities. Regional Executives and Regional Executives-elect are encouraged to negotiate and agree upon who will do what. This will ensure that all of the important functions of the Regional Executive program will be performed without unnecessary duplication of effort.

### **Regional Executive-elect Training and Preparation**

HFMA will provide tools and training to Regional Executives-elect to help them efficiently and effectively perform their duties as Regional Executive under this policy. The training begins shortly after the Regional Executive is elected during their term as Regional Executive-elect. It is useful to view this process in a sequential schedule.

- April** Regional Executive-elect is elected at the LTC and is placed on the *Notes from National (NfN)* distribution list, and receives a Calendar/Resource Guide from HFMA National staff.
- June** Regional Executive-elect receives a Regional Executive "Tool Box" from staff (includes regional operating agreement, Regional Executive program policy, training schedule, and chapter performance data).
- July** Regional Executive-elect oriented by HFMA National staff to the Regional Executive-elect role at Fall Presidents Meetings (FPMs) via conference call. Regional Executive contacts Regional Executive-elect to review regional responsibilities as defined in the regional operating agreement.
- August** Regional Executive-elect participates in conference call, coordinated by HFMA National staff, regarding the FPM agenda.
- August-** Regional Executive-elect attends FPM to orient self to the regional issues  
(also takes
- September** minutes, etc.)

- February** Regional Executive-elect participates in conference calls, coordinated by HFMA National staff, to review roles and expectations for the Leadership Training Conference.
- April** Regional Executive-elect participates in a training session, conducted by HFMA National staff, to gain facilitation and assessment skills and to review upcoming issues and chapter development priorities.
- June** Regional Executive-elect becomes the Regional Executive.

### **Policy Management**

This policy is established by the authority of the HFMA Board of Directors. Responsibility for implementation of the policy resides with the individuals named in the policy. Changes to the policy may be recommended by the Regional Executive Council subject to the approval of the HFMA Board of Directors.