



American Society for Health Care Engineering (ASHE) Chapter Handbook



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Table of Contents

Chapter 1 AMERICAN SOCIETY FOR HEALTH CARE ENGINEERING	8
About ASHE.....	8
The ASHE Network.....	8
ASHE Mission.....	9
ASHE Vision	9
ASHE Purpose.....	9
ASHE Core Values	9
ASHE Strategic Goals	9
Our Current Strategic Plan (January 2022-December 2024).....	10
Chapter 2 THE ASHE/CHAPTER RELATIONSHIP	13
<i>ASHE CHAPTER AGREEMENT</i>	<i>13</i>
Partnership Vision Statement	13
Requirements for Becoming an ASHE Chapter	13
ASHE Chapter as a Distinct Legal Entity	14
Notice of Becoming an ASHE Chapter.....	14
Termination of Agreement	14
<i>WHAT ASHE EXPECTS FROM CHAPTERS</i>	<i>15</i>
Coordinating With ASHE	15
Communicating With ASHE.....	15
Chapter Leadership Forum.....	16
Certification Programs	16
<i>WHAT CHAPTERS CAN EXPECT FROM ASHE</i>	<i>17</i>
Working with ASHE Advisory Board Regional Representatives	17
Connections e-Newsletter	17
Meeting Promotion.....	18
Keeping Up With Chapter Needs	18
Chapter 3 CHAPTER MANAGEMENT	20
<i>OVERVIEW.....</i>	<i>20</i>
<i>MANAGING CHAPTER LOGISTICS.....</i>	<i>20</i>
What's the Right Size?	20
When Should You Meet?.....	20
<i>BYLAWS</i>	<i>21</i>
<i>FINANCIAL MANAGEMENT FOR CHAPTERS</i>	<i>22</i>
Proper Accounting Controls.....	23
Tax-Exempt Status	23
Financial Reporting.....	23
990 and Tax filing	23
Annual Budgeting	24
Vendor Financial Management.....	24
Audit.....	24

Risk Management	24
<i>MEMBERSHIP APPLICATIONS</i>	25
<i>RUNNING BUSINESS MEETINGS</i>	26
Meeting Preparation	26
Suggestions for Running a Successful Meeting	26
<i>PARLIAMENTARY PROCEDURE</i>	27
Checklist for Meeting Management	28
What Goes in the Minutes?	29
<i>PLANNING FOR SUCCESS</i>	29
<i>DEFINING LEADERSHIP ROLES</i>	30
<i>TYPICAL RESPONSIBILITIES</i>	31
Chapter President	31
Chapter Secretary	31
Chapter Treasurer	32
Membership Chair	32
Education/Conference Chair	32
ASHE Liaison.....	32
Advocacy Liaison.....	33
Sustainability Liaison	33
<i>THE VITAL ROLE OF COMMITTEES</i>	33
Governance Policies	33
Chapter 4 CHARACTERISTICS OF EXCELLENCE & DEVELOPING LEADERSHIP	35
<i>OVERVIEW</i>	35
<i>CHARACTERISTICS OF EXCELLENCE</i>	35
Mission.....	35
Presence of a Leader	35
Involved and Committed Leadership	36
<i>MOTIVATING VOLUNTEERS</i>	36
Essential Elements	36
<i>RECOGNIZING WHY PEOPLE VOLUNTEER</i>	36
How to Reward and Praise	37
Control vs. Motivation/Inspiration	37
<i>ESSENTIAL LEADERSHIP SKILLS</i>	37
<i>WHY VOLUNTEERS ARE ESSENTIAL FOR CHAPTER SURVIVAL</i>	38
Take the Time That's Offered	38
Create a Positive Volunteer Experience.....	38
Creating a Chain in Elected Leadership.....	39
The Value of Working Through the Chairs	39
Chapter 5 THE IMPORTANCE OF EFFECTIVE COMMITTEES	41
<i>OVERVIEW: WHY COMMITTEES ARE ESSENTIAL</i>	41

<i>CONSTRUCTING EFFECTIVE COMMITTEES</i>	41
Types of Committees	41
Selecting the Right Size for a Committee	41
What Committees Do You Need?	42
Defining Responsibilities	43
<i>IMPORTANCE OF STRONG LEADERSHIP</i>	43
Defining the Role of Committee Chair	43
Making Committees Effective	44
<i>RUNNING AN EFFECTIVE COMMITTEE MEETING</i>	44
Chapter 6 MEMBERSHIP RECRUITMENT, RETENTION & NON-DUES REVENUE	46
<i>OVERVIEW</i>	46
<i>MEMBERSHIP RECRUITMENT/RETENTION</i>	46
Make a Commitment to Retention	46
Paying Attention to Member Needs	47
The Critical First Year	47
Nurture Your Unemployed Members	48
Pay Attention to Your Systems	48
Where to Find New Members	48
Getting Potential Members Interested	49
Develop and Maintain Your Prospect List	50
Track Recruitment Messages and Approaches	50
Provide Peer-to-Peer Recruitment Assistance	50
Obtain Status Reports	51
Avoid Possible Limits on Membership	51
<i>KEEPING DUES MANAGEABLE THROUGH NON-DUES REVENUE</i>	51
<i>ADDITIONAL SOURCES OF NON-DUES REVENUE</i>	51
Fundraising Efforts	51
Creating Trade Shows for Information and Income	52
Continuing Education	52
Advertising	52
Affinity Programs	52
Logo or Emblematic Items	53
Social Events	53
<i>Other Considerations</i>	53
Unrelated Business Income Tax	53
Competition with ASHE	53
Chapter 7 CHAPTER COMMUNICATIONS	55
<i>OVERVIEW</i>	55
<i>HOW TO IMPROVE YOUR COMMUNICATIONS MANAGEMENT</i>	55
Integrate Your Newsletter into Overall Communications	55
What You Should Know About Mission Statements	56
<i>INVOLVING YOUR READER</i>	56

<i>EXECUTING PROFESSIONALLY</i>	<i>57</i>
Writing Fundamentals.....	57
How to Overcome Writer's Block.....	58
Tips on Grammar and Usage	58
Tips on Proofreading	58
What You Should Know About Graphics.....	59
<i>HOW TO AVOID LEGAL PITFALLS.....</i>	<i>59</i>
<i>BUDGET BASICS AND TIPS FOR COMMUNICATIONS.....</i>	<i>60</i>
<i>A CHECKLIST FOR NEWSLETTER PRODUCTION AND PLANNING</i>	<i>60</i>
<i>INNOVATING AND ADAPTING IN A FAST-CHANGING WORLD.....</i>	<i>61</i>
Dos and Don'ts for Email Newsletters	62
Social Media and Digital Outlets.....	62
<i>DEVELOPING A CHAPTER WEBSITE.....</i>	<i>62</i>
Put Your Best Face Forward	62
Determine Site Development/Administration Responsibilities	63
Organize Your Site	63
Writing Tips for the Web	65
Logo Use and Social Media Policies	65
Budgeting Basics and Tips for a Website.....	66
Income	66
Tips on Design and Graphics	66
Launching Your Site	67
Gathering Feedback	67
Chapter 8 HOW TO PLAN AND DELIVER EFFECTIVE EDUCATIONAL PROGRAMS.....	69
OVERVIEW.....	69
CREATING CONTENT VALUE	69
Why Content is Critical	69
How to Determine Members' Needs and Wants	70
TYPES OF PROGRAMS AND THEIR RELATIVE ADVANTAGES	70
Program Format.....	70
One-Day Seminars and Workshops	71
Monthly Meetings.....	71
Business Meetings.....	71
Conferences	72
HOW TO DEVELOP EDUCATIONAL PROGRAMS	72
Sources for Program Ideas.....	72
Creating a Balance Between Social and Educational Programs	72
Where to Find Good Speakers	73
THE IMPORTANCE OF PROGRAM AFFORDABILITY.....	73
Don't View Education as the Major Revenue Source	73
Ways to Supplement with Other Revenue	73
MARKETING FOR GREATER PARTICIPATION.....	74
Who Should Know?	74

When Should They Know?	74
How to Attract Interest	74
Importance of Selling Leadership on Value	75
OFFERING CONTINUING EDUCATION CREDITS	75
Events Eligible for CECs	75
Promoting CECs	75
Chapter 9 INDUSTRY AND PUBLIC RELATIONS	77
OVERVIEW.....	77
PUBLIC OUTREACH.....	77
Defining Your Audience	77
What Do We Want Them to Know?.....	78
How Much Can I Spend?.....	79
HOW TO GET YOUR MESSAGE ACROSS	79
IDEAS FOR GENERATING NEWS — CREATING OPPORTUNITIES.....	81
Ways Public Relations Contributes to the Bottom Line	82
NEXT GENERATION.....	83
Chapter 10 EFFECTIVE ADVOCACY PROGRAMS.....	86
OVERVIEW.....	86
Who Protects Your Interests?	86
ASHE NATIONAL ADVOCACY PROGRAM	86
GRASSROOTS ADVOCACY	86
ADVOCACY RESTRICTIONS FOR NONPROFITS	87
CHAPTER ADVOCACY LIAISON	87
Purpose.....	87
Advocacy Liaison Job Description.....	87
Chapter 11 APPENDICES	90
APPENDIX 1 – ASHE CONFLICT OF INTEREST POLICY OR TEMPLATE	90
ASHE Conflict of Interest	90
APPENDIX 2 – SAMPLE BUDGET	92
APPENDIX 3 – SAMPLE MINUTES.....	94
APPENDIX 4 – SAMPLE BYLAWS	95
APPENDIX 5 – CHAIR DUTIES	107
APPENDIX 6 – MEMBERSHIP APPLICATION TEMPLATE	108



CHAPTER 1

AMERICAN SOCIETY FOR HEALTH CARE ENGINEERING

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AMERICAN SOCIETY FOR HEALTH CARE ENGINEERING

About ASHE

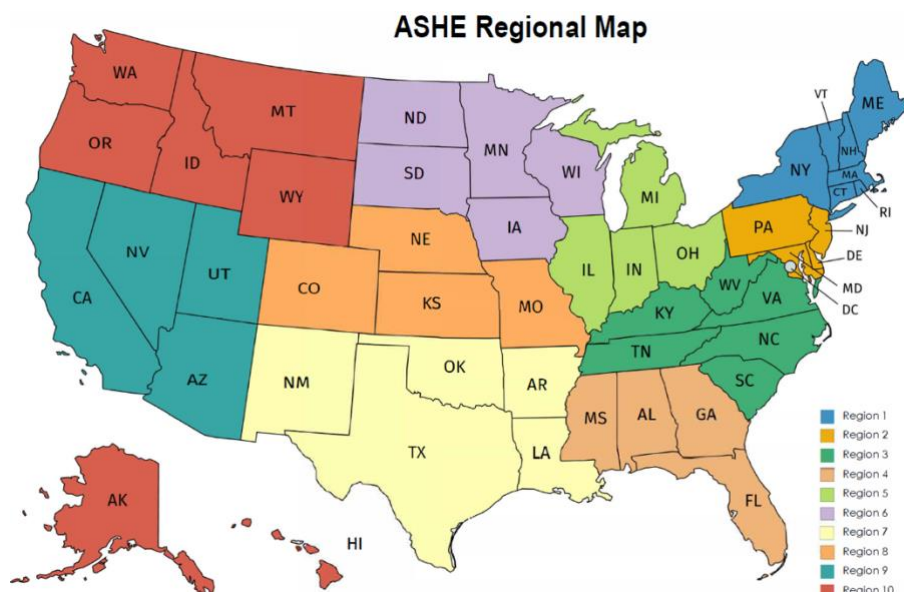
With more than 12,000 members, ASHE is the largest association devoted to optimizing the planning, design, construction and operations of a health care organization's physical facilities. As a trusted industry resource, ASHE is committed to advancing the knowledge and leadership of our members as they build and maintain health care facilities, support project teams and facility management staff, and serve patients. ASHE develops valuable resources and education programs that respond to member needs, provides a unified voice for the industry through intensive advocacy efforts, provides expert consultation and advice, and [certifies](#) health care facility managers, constructors and health care mechanical supervisors.

The ASHE Network

Since its inception, ASHE has realized significant growth. ASHE is a community composed of experienced professionals from a wide variety of fields and interests that shape and influence the health care physical environment and affect patient care, including:

- Health care facilities management
- Health care engineering
- Health care project management
- Safety and security management
- Emergency management
- Sustainability management
- Medical equipment management

ASHE is composed of 10 Regions. Each Region elects a Regional Representative for a two-year term. The Regional Representatives make up the ASHE Advisory Board, which also includes a President, President-Elect, and Immediate Past President. The Executive Director acts as Secretary and Ex-Officio member of the Advisory Board.



ASHE Mission

Dedicated to optimizing the health care physical environment.

ASHE Vision

To engage stakeholders in the creation of health care environments that are optimal for healing.

ASHE Purpose

To advance our members' ability to design, build, operate and maintain a physical environment that supports excellent care, quality service, safe and effective work, and financial success.

ASHE Core Values

ASHE is committed to demonstrating these core values as we strive to achieve the goals set forth in our strategic plan.

- **Integrity:** Demonstrated by uncompromised dedication to being a trusted, unbiased and honest source of fact-based information and expertise while actively supporting and encouraging equity, diversity and inclusion.
- **Innovation:** Demonstrated by continuing commitment to achieving the best of what is possible and serving as a trusted and respected source of evolving knowledge and practices.
- **Fellowship:** Demonstrated by professional and personal pride in being part of a diverse community of excellence with a common passion for good thinking, shared experience and collective action where all members are respected and valued.
- **Stewardship:** Demonstrated by our profession's acceptance of responsibility for success of the built environment and our leadership's accountability for effective use of our members' involvement in their society.
- **Capacity:** Demonstrated by the resources, relationships, decision systems and work processes that ensure our members receive the support they need.
- **Advocacy:** Demonstrated by our engagement on behalf of our members, in matters of interest to our members.

ASHE Strategic Goals

Guided by our mission and vision statements, ASHE leaders develop three strategic goals for the organization every three years. These goals are keenly focused on the regulatory environment, the reputation of our members and the capacity in which ASHE serves those members.

Our Current Strategic Plan (January 2022-December 2024)

This strategic plan was developed by the ASHE Advisory Board and staff to advance ASHE's mission and meet member needs. This plan will guide work through 2024 and ASHE's new content, advocacy initiatives, education resources, products and services will support this plan.

GOAL A: OPTIMIZATION OF HEALTH CARE FACILITY OPERATIONS

Provide members with the resources, tools and content they need to optimize health care operations.

Some examples of objectives within this goal include:

- Develop resources and tools for technical staff and facilities managers so they can run facilities efficiently and effectively.
- Support the field with a cross-functional environmental sustainability and decarbonization initiative.

GOAL B: MEMBER INCLUSION

Engage with and better understand the needs of all ASHE members and respond to those needs effectively.

Some examples of objectives within this goal include:

- Support ASHE chapters and enhance chapter relations.
- Understand the different needs of ASHE's diverse membership.
- Recruit, retain and engage young professionals and established professionals entering the field of facility management.

GOAL C: CAREER ADVANCEMENT, SUCCESSION PLANNING AND WORKFORCE

Provide training and certification programs, and other tools and resources to help ASHE members secure career advancements and ensure effective succession planning at their organizations.

Some examples of objectives within this goal include:

- Provide relevant and aligned training and certification opportunities and educational resources for all levels of experience.
- Develop and provide succession planning guidance, resources and training for ASHE members.

GOAL D: CAPITAL PLANNING

Provide education and assistance to ASHE members in applying best practices for planning, design and construction to enhance resilience, flexibility and preparedness.

Some examples of objectives within this goal include:

- Provide education and training on capital planning topics most useful for ASHE members.



CHAPTER 2

THE ASHE/CHAPTER RELATIONSHIP

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ASHE CHAPTER AGREEMENT

As with any partnership, the terms of the relationship between ASHE and its [chapters](#) should be clear. This section explores what ASHE expects from its chapters, but also what ASHE's chapters can expect from it. This partnership allows us to work toward a common mission. ASHE has established guidelines and expectations to ensure that chapters:

- Provide valuable links between health care professionals in close geographic proximity or with similar interests.
- Serve as a conduit by enhancing grassroots communication and providing members with an opportunity to develop professionally and expand their industry experience and expertise.
- Provide a unified voice on issues that affect the profession relating to codes, standards, regulations and other advocacy issues.

Partnership Vision Statement

- Partnerships must benefit each organization involved. ASHE Chapters should:
- Provide an organized structure at the local and/or state level for ASHE members and others in the field of health care facility management/engineering.
- Enable members to work together on problems of common interest, such as advocacy issues.
- Help health care facility professionals meet current and future challenges.
- Enhance the channels of communication between ASHE and its members.
- Expand the body of knowledge in areas related to the environment of care in health care facilities, including, but not limited to, health care facilities management, health care engineering, health care project management, safety and security management, emergency management, sustainability management and medical equipment management.
- Promote the purposes of and membership in ASHE.

Requirements for Becoming an ASHE Chapter

To become a chapter, the formal group must submit the following forms and documentation to ASHE:

- Letter of application.
- A completed agreement.
- An approved set of bylaws for the chapter.
- List of chapter officers.
- Petition of interested professionals/members committed to participate/join the chapter.

In addition, your chapter must meet the criteria listed below. This must be stated and affirmed in the application letter. The information is as follows:

After approval of becoming an ASHE Chapter, the group shall continue to demonstrate that their interests are in the fields of health care facility management and engineering, that they continue to operate under applicable bylaws, and that their governing Board of Directors actively supports the Society's goals. Further, it is strongly advised that the chapter President, President-Elect, and Vice President be members of the Society.

ASHE Chapter as a Distinct Legal Entity

Any state or local chapter that holds an agreement with ASHE is not an extension or part of the Society or the Association but rather a distinct legal entity; any such chapter is, therefore, responsible for maintaining its own financial records, filing appropriate notices and forms with state and federal income tax authorities, maintaining necessary insurance coverage, and so forth.

Notice of Becoming an ASHE Chapter

After the agreement is approved, the chapter president will be notified. An announcement will also be included in the official member e-newsletter, HFM Insider, and the chapter will be listed on the [ASHE website](#).

Termination of Agreement

The process becoming an ASHE Chapter does not end with the signing of an affiliation agreement. Problems and/or issues may arise that do not have a mutually satisfactory solution. In such cases, the relationship may be terminated. ASHE may revoke the agreement for the following reasons:

- Failure to satisfy obligations outlined in the Chapter Agreement.
- Failure to observe the limitations on chapters set forth in ASHE's bylaws or the chapter's bylaws.
- Changes in chapter bylaws that bring the chapter into conflict with the national association.
- Fiscal impropriety.
- Loss of a critical mass of ASHE members.

See *Chapter Agreement*, Paragraph 8, Termination of Chapter Status.

Revocation is always for cause and may be in the best interest of ASHE. Provisions for revocation tend to be broadly stated, allowing discretion to ASHE. In practice, revocation of a Chapter Agreement is serious business and should rarely occur.

The members of a chapter may themselves request termination of the agreement. The chapter must give 90 days' notice signed by the chapter officers.

The ASHE Advisory Board will hear revocation appeals, and their decision will be final. Revocation appeals will be heard on the next regularly scheduled Advisory Board meeting, provided there is at least two months' notice.

WHAT ASHE EXPECTS FROM CHAPTERS

Coordinating With ASHE

To meet your obligations to ASHE and benefit from your chapter's agreement, awareness of important deadlines is expected.

Communicating With ASHE

So that ASHE can provide the highest level of service to its members and to the health care profession, maintain regular contact with your ASHE Advisory Board Regional Representative.

- **Chapter officer listing:** ASHE maintains your officer and chapter contact information as a resource for inquiries and referrals. If your chapter officers or chapter address change, contact ASHE or complete a [Chapter Officer Update Form](#).
- **Chapter Annual Report:** To help keep ASHE records up to date, each chapter should submit a [Chapter Annual Report Form](#) every January 31.
- **Meeting announcements:** To promote awareness of upcoming local programs and meetings, please send your schedule of meetings to ASHE.

Emerging Advocacy issues: Many national issues start at the local or state level. Periodically, ASHE asks chapters to provide input on national [advocacy issues](#). Your assistance in communicating these issues to your chapter and directing feedback to ASHE as necessary is greatly appreciated. To talk with someone at ASHE about an issue in your area, call Avis Buford at 312-422-3806 or email agordon@aha.org.

Recruiting ASHE Members

Word of mouth is often the most effective recruitment tool available to ASHE, and chapters play a big role in this strategy. Here are some options to help you recruit:

- **Annual ASHE membership list request:** Upon request, ASHE will provide your chapter with one complimentary list of ASHE members residing or employed in your regional/chapter/state area. ASHE membership lists may not be used, however, for electioneering purposes, and must be used only for the benefit of the chapter. Each chapter is allowed one complimentary list annually.
- To request your list, please complete the [ASHE Membership List Request Agreement](#).
- **Link to ashe.org on your website:** This simple, no-cost effort can add value to your chapter's website and shows your affiliation with ASHE.

- **Promote ASHE in communications to members:** Most chapters distribute a regular newsletter to members. ASHE can assist you with articles and information for your newsletter.
- **ASHE materials at chapter meetings:** ASHE can provide ASHE promotional materials for distribution at your chapter meeting. Send your request at least 30 days before your meeting, and be sure to include contact information, quantity needed and shipping instructions.
- **Ask your members if they belong to ASHE:** Some chapters track ASHE membership in their member database. Ask for this information on your membership application, and you'll discover some good prospects for ASHE membership.

Chapter Leadership Forum

Each year ASHE hosts a Chapter Leadership Forum in conjunction with the ASHE Annual Conference, usually held in July or August. While chapter officers are not required to attend this program, it is an excellent opportunity for you to network and share ideas with other chapter officers.

Please note that to meet the [ASHE Chapter Awards](#) criteria, chapters that use a complimentary annual conference waiver are required to attend the Chapter Leadership Forum and to send a specified number of chapter members.

Certification Programs

Chapters are expected to assist their members interested in earning a certification from the American Hospital Association (AHA) Certification Center. ASHE's certifications include the Certified Healthcare Facility Manager (CHFM), Certified Healthcare Constructor (CHC), Health Care Physical Environment Worker Certification, and the Mechanical Evaluation and Certification for Health Care (MECH).

Information including candidate handbooks and applications may be accessed via the [ASHE website](#). Information about your local assessment centers and exam preparation is available at the [PSI website](#).

You can help chapter members prepare for the exam by:

- Regularly distributing candidate handbooks at chapter meetings.
- Forming a support group.
- Conducting refresher courses for your members.
- Building a library of study materials for member use.
- Reviewing the content outline listed in the candidate handbooks.

If you need have specific questions concerning the certification, testing, renewal or eligibility requirements, contact Jo Santos at 312-422-3711 or jsantos@aha.org.

WHAT CHAPTERS CAN EXPECT FROM ASHE

Just as ASHE has expectations of its chapters, ASHE chapters have certain expectations from partnering with ASHE, including the following advantages of affiliation:

- Use of information and models provided by ASHE to organize effectively on a local, state or a regional basis.
- Collaboration to resolve issues of common interest, such as clarifications on codes and standards.
- Enhanced body of knowledge in areas related to the health care physical environment.
- Access to ASHE resources to develop leadership skills in the fields related to the health care physical environment.
- Receiving support from ASHE to serving as a resource to related and local health care organizations.
- Enhancing channels of communication between ASHE and state and local groups.
- Timely notification of national advocacy issues and how they will impact chapters, members, industries and health care.

Working with ASHE Advisory Board Regional Representatives

Your [ASHE Advisory Board Regional Representative](#) is a key liaison between your chapter and ASHE. Keep in regular contact with them and put them on your mailing list. In addition, invite your ASHE Regional Representative to chapter and board meetings. They may not be able to attend every meeting, but they should be invited, nonetheless. Regional Representatives are required to visit each chapter in their region at least once every two years.

Connections e-Newsletter

This [newsletter](#) is sent quarterly to chapter officers (and other key contacts) who have provided their email address to ASHE. It includes important dates/deadlines that affect you as a chapter officer, chapter opportunities to be involved in advocacy issues, suggestions and information you may want to communicate to chapter members, and useful information that can be used to grow your chapter. This is a newsletter for chapter officers, so you should take the time to read the information and distribute it to other key officers in your chapter so that it is communicated to your membership. The newsletter is also designed to help you grow as a chapter officer, so ASHE welcomes your input, comments and suggestions on how to expand the usefulness of this communication tool as a resource and guide to help you achieve your goals and objectives.

Meeting Promotion

Several mechanisms exist for promoting chapter meetings to ASHE members. These include:

- **Regional newsletter:** ASHE Regional Representatives send out a quarterly newsletter to all ASHE members in their region. If you provide the information to your Regional Representative in advance, your meeting can be promoted in this newsletter.
- **Chapter calendar:** If you would like to have your meeting listed in this comprehensive [calendar](#) of all upcoming chapter meetings, send meeting dates and details to agordon@aha.org.

Keeping Up With Chapter Needs

To help ASHE keep in touch with the issues, needs, and concerns of both member and chapters, you can contact your [ASHE Advisory Board Regional Representative](#). You can also contact the ASHE team whose members can help address your issues, needs and concerns. Our senior specialist for chapter relations, Avis Buford, is a liaison between ASHE and the affiliate chapters and is responsible for chapter administration and operations. If you need assistance on a chapter issue, please contact Avis at 312-422-3806 or agordon@aha.org.



CHAPTER 3

CHAPTER MANAGEMENT

Chapter 3 CHAPTER MANAGEMENT

OVERVIEW

An effective chapter isn't created by accident. It takes hard work, careful planning and a group of leaders committed to success. That said, there are ways to make the process a little easier and the outcome a bit more predictable.

The location of your chapter positions it to be most effective in the delivery of tailored education — education that focuses on local problems and local solutions, presented by local speakers who are top in the field.

The chapter is also in a strong position to understand the needs and wants of members. After all, many of the codes and regulations that shape the way ASHE members operate are created or enforced at the city, county and state level. Who better than the chapter to understand the implications of such codes for local members?

One of the biggest reasons members join a chapter is the value of the network — the formal and informal exchange of ideas and information that are key to the ASHE experience. Chapters that effectively encourage such a network — through educational programming, publications and social interaction — will be far stronger than chapters that view such activities as unproductive.

MANAGING CHAPTER LOGISTICS

What's the Right Size?

The size of your organization is best driven by three key factors:

- How far away members can live and work and still actively participate in chapter activities.
- The point at which the number of members makes it impossible to maintain a certain intimacy among the group.
- How the chapter can use digital to expand recruitment and reach while keeping members engaged.

Keep these issues in mind as you work to manage and strengthen the chapter. If you have 150 members on your mailing list, but only 25 are ever active, all the work falls on far too few volunteers.

When Should You Meet?

This is another question that only you and your members can answer. In some groups, a breakfast meeting works best, while others prefer lunch or dinner sessions. Poll your current members about their preferences.

When deciding when to hold your chapter meeting, be consistent. It's best to schedule the meeting at the same day and time every month (e.g., noon the first Wednesday, 7:00 p.m. the last Thursday, 10:00 a.m. the second Tuesday). Once you have a set day and time, stick with it. The regularity makes remembering and scheduling the meeting easier for your members, which means they are more likely to attend.

Another idea to consider is rotating the schedule to accommodate members with different time availabilities. If you always hold luncheons, try a dinner once or twice a year. Given the complicated nature of your members' jobs, it's increasingly difficult for many people to get away from work, so scheduling a few evening events may help keep members involved.

It may take some time to determine what works best for your chapter. Every chapter is different. The decision to meet monthly or bimonthly is evenly split among ASHE chapters. Whatever works best for your members is the model you should adopt.

BYLAWS

ASHE and AHA require chapters to create and follow bylaws, legal documents that summarize the chapter's decisions before problems arise and explains how the chapter intends to deal with them.

More importantly, bylaws are the glue that holds your chapter's structure together. The language of your bylaws should be your own.

The format for preparing bylaws is fairly simple. Like a report outline, bylaws should be separated into articles (which address a broad area, such as the board of directors) and sections (which detail specifics about how the articles will be administered).

Here's an example of how bylaws can be organized:

- Article I, Section 1:
Chapter name
- Article I, Section 2:
Mission, purpose and objectives
- Article II
Membership including in subsequent sections on criteria, eligibility and voting rights

You also need to include articles and sections that cover the following:

- Dues.
- Meetings (annual, special meetings, notice of meetings, order of meetings, voting, quorum).
- Board of directors (including eligibility, composition, election and terms of office, forfeiture of and removal from office, powers, vacancies and meetings).
- Officers (eligibility, offices, election and term, forfeiture of and removal from office, duties, reports and vacancies).

- Conflict of interest of directors and officers.
- Committees.
- Amendments.

At a minimum, bylaws are required to state the above articles and sections. Additional amendments can be made, but the above sections are required. [Model bylaws](#) can be found in the appendices.

Bylaws should be used to ensure the property governance of the chapter and should be adhered to in order to address conflicts and proper procedures. The bylaws should be referred to whenever questions of proper operations and process arise. As noted, they are designed to address potential problems before they arise, so that decisions can be made dispassionately.

Bylaws should be reviewed every two years so to ensure that they reflect changes that may affect the way your chapter operates as well as industry changes that may affect the makeup and potential growth of your chapter.

FINANCIAL MANAGEMENT FOR CHAPTERS

If the chapter collects dues or has any other revenue, and/or has expenses that the chapter incurs, your chapter should have guidelines for operating the chapter and managing funds. Your chapter must establish a bank account and have all of your officers, especially anyone with the authority to sign checks, bonded and indemnified. That means if the financial officer splits for Bermuda, the chapter won't end up out of business.

Whether you choose a cash or accrual system of accounting, certain rules of thumb apply to not-for-profit associations. The chapter is required to be or have applied for a 501(c)(3) or 501(c)(6) tax-exempt status. That means certain parts of your chapter's income — dues, educational revenue and income directly related to your purpose — are likely to be tax-exempt.

But other income you produce — termed “unrelated business income” — is subject to taxation. ASHE can help you clarify specific questions, but generally, revenue from such programs as advertising sales, insurance programs and booth rentals from trade shows is categorized as unrelated business income and, as such, is subject to taxation.

Chapters can maintain more money in their accounts, either in cash or investments, than it costs them to operate each year, but regulations limit how much surplus is acceptable. The Internal Revenue Service (IRS) tends to view more than 6 to 12 months of operating expenses as excessive, and they view anything excessive as fair game to open an audit.

If you don't have people in your chapter who are comfortable handling money, balancing books or dispersing funds, consider hiring a small certified public accountant (CPA) firm or local bookkeeper to maintain the books for you. That doesn't relieve the chapter officers of their fiduciary responsibility to ensure sound fiscal practices, but it does ensure your checks won't bounce.

The chapter should adopt financial policies that address and incorporate the aspects of this section.

Proper Accounting Controls

Chapters are expected to adopt and follow proper accounting controls and follow [Generally Accepted Accounting Principles \(GAAP\)](#). Some of these basic principles include, but are not limited to, the following.

1. Separation of duties.
2. Standard financial documentation such as invoices and receipts.
3. Periodic reconciliation of accounting systems with bank accounts.
4. Set procedures of authorization for certain transactions such as paying bills, handling cash and depositing money.

Tax-Exempt Status

Chapter officers should familiarize themselves with the tax status of the chapter and its implications. Officers should consult their accountant and/or corporate counsel to ensure the organization stays in compliance with its tax-exempt status.

An important distinction to make is that a 501(c)(3) organization cannot have lobbying be a substantial part of their mission and operations, whereas such activities are allowed with 501(c)(6) organizations.

Financial Reporting

In following GAAP, chapters should report on their financials with standard financial statements. The basic financial statements and reports to meet fiduciary duties in proper financial oversight are:

- Balance sheet.
- Income statement.
- Cash flow statement.
- Budget versus actual reports (see the Annual Budgeting section in this chapter).

990 and Tax filing

Nonprofits' tax filings are done through IRS Form 990. However, it is important to know that there are three different versions of the 990 that can be filed based on the amount of revenue the organization received during the fiscal year. It is always recommended that tax filings are handled by a CPA, but it is helpful to understand the basics:

- Chapters with gross receipts under \$50,000 must file a 990-N at a minimum but may file a 990-EZ or 990.
- Chapters with gross receipts between \$50,000 and \$200,000 and total assets under \$500,000 must file a 990-EZ at a minimum but may file a 990.

- Chapters with gross receipts over \$200,000 or total assets over \$500,000 must file a 990.

Annual Budgeting

Proper financial management dictates that chapters prepare and monitor an annual budget. Budgets should predict the expected income and expenses for a period of time. Budgets help ensure that chapters are allocating resources responsibly and help ensuring the financial health of the organization.

Setting a Budget: Chapters are expected to create annual budgets in which to allocate and predict income and expenses for the fiscal year. A great starting point is by using the previous year's income statement. When starting from scratch, officers should provide their best estimate of income and expenses for the upcoming year.

Monitoring the Budget: Chapter officers should review and analyze budget versus actual reports on at least a quarterly basis to ensure the chapter is on track to stay on budget.

Action: Chapter officers should be prepared to make appropriate adjustments to spending and allocation to ensure the financial health of the organization.

A [budget template](#) can be found in the appendices.

Financial statements, including a treasurer's report and balance sheet, should be prepared and reviewed at each board meeting and at the general membership meeting. The chapter president should review these reports in detail with the chapter treasurer. Reports should provide a monthly or quarterly accounting of the chapter's revenues and expenses.

Vendor Financial Management

Chapters are required to report payments made to vendors whom they have paid more than \$600 in the calendar year. The tax filing is a 1099. In order to know if a 1099 is required to be filed, the chapter should request and require a [W9](#) from all vendors prior to making any payments to the vendor. Officers should contact their CPA with any questions.

Audit

The chapter should have an independent CPA complete an annual audit of the association's finances. Financial statements and association books should be made available to the CPA for this audit.

Risk Management

In order to protect the finances of the chapter and its officers, chapters are recommended to acquire General Liability insurance and required to acquire [Directors and Officers \(D&O\) Liability insurance](#).

General Liability insurance extends protection against bodily injury and property damage that may occur in the operation of the chapter.

D&O insurance extends protection against legal claims for wrongful acts to the directors and officers of an organization in the course of performing their duties.

Wrongful acts include omissions, errors, neglect and breach of duty, among other things. Policy beneficiaries are directors, officers or the entity itself. Parties who might sue include employees, suppliers, competitors or creditors; directors and officers can be personally liable for damages. Three levels of coverage are available:

- **A-side coverage:** Directly covers directors and officers.
- **B-side coverage:** Indirectly covers directors and officers by covering claims paid by the entity on their behalf.
- **C-side coverage:** Covers entity for claims arising from claims not covered by general liability policies.

D&O policies cover claims made during the policy period. It doesn't matter when the wrongful acts occurred. A claim filed in the current year will be covered by the current policy, even if the wrongful act happened in the past.

Some organizations augment D&O policies with employment practices liability (EPL) coverage, which safeguards against claims for wrongful dismissal, sexual harassment and other violations of employment or anti-discrimination laws. EPL coverage can be purchased as part of a D&O or general liability policy or as a stand-alone policy. Cyber and data protection coverages are also becoming increasingly common to protect against data breaches and the exposure of any private or personal data.

As mentioned, ASHE and the AHA require all chapters to have D&O insurance. Chapters may find that some volunteers are reluctant to serve as directors or officers without protection from lawsuits. Chapters may secure D&O insurance by contacting a local broker for information on rates and specific coverage options.

MEMBERSHIP APPLICATIONS

Every chapter needs its own version of a membership application, and the more information the form collects, the better. Obtaining a sound demographic profile of your members as they join and updating it regularly will give you a better idea of the types of products and services that will have the greatest appeal.

Due to identity theft issues, chapters should not request a person's date of birth with year, social security number, or driver's license number. Due to the risks and liabilities associated with such information in comparison to the value it provides the chapter, it is best practice to not request or store such information.

If you ask age, gender or race questions, they must be noted as optional on the application, and you should indicate that you are requesting the information to maintain a demographic profile of members. Following recommendations from the Human Rights Commission, applications should list gender sections as “Gender Identity” and include non-binary and undisclosed options and not just male or female.

The application form becomes a permanent record of information about your membership base and helps determine which category of membership a prospective member best fits — or whether they qualify to be a member. If you have different categories of membership, make sure you spell them out on the application form along with the specific requirements for each category and the benefits and services associated with each.

See a [template membership application](#) in the appendices.

RUNNING BUSINESS MEETINGS

Every chapter has business information it needs to communicate to members. It is important that chapters run meetings with best practices in mind including, but not limited to, property governance, notice/communication, and transparency and reporting.

Meeting Preparation

Advance work is the key to successful meetings. Solid coordination between chapter officers is essential to making the necessary arrangements that will lead to success.

Suggestions for Running a Successful Meeting

The Agenda

This is an often overlooked and undervalued element in designing a successful meeting. The agenda sets forth the work of the meeting and must be managed carefully to ensure that the number of items to be addressed doesn’t exceed the time available for discussion. If a topic is important enough to add to the agenda, it is important enough to allocate sufficient time. In addition to the topics covered, the agenda should also note who is responsible for leading the discussions on each topic presented. The agenda should also include the date, starting time, scheduled breaks, adjournment time, and location details about the meeting space (whether in person or virtual).

Selecting the Right Location

There is no prescribed set of rules for selecting a location. The degree of urgency, availability and location of members, social facilities and other scheduled meetings play a role, as do such elements as traditional meeting sites, costs involved and ease of access. For in-person meetings, a location away from members’ offices tends to focus participants’ attention on the work at hand rather than offering

business-related distractions. Don't hold a brief meeting at a distant location where travel time would be longer than the meeting itself.

For virtual meetings (e.g., Zoom or Teams), carefully select agenda items since some subjects may not lend themselves to conference calls. Also make sure you check out the costs involved in advance — these types of calls may be more expensive than you think, depending on the number of participants.

In a virtual meeting, there should be multiple avenues for individuals to participate (e.g., a link to connect via video and a dial-in to connect via phone). It is important that all participants keep their environment in mind to ensure that they can participate fully and not create any distractions to the meeting.

Scheduling Meetings

Schedule meetings as far in advance as possible so participants can keep their personal schedules clear. Determining availability in advance is a desirable courtesy, but it can get complicated when many people are involved. Ideally, the individual running the meeting will select a date at the previous meeting. Once a date has been established, notify meeting attendees of the decision via calendar invite, to ensure it is easy for them to add to their own calendars. If attendees are expected to lead discussions or make presentations, they need that information as far in advance as possible. A good meeting leader doesn't surprise anyone with last-minute requests.

As mentioned previously, setting a regular schedule for meetings (e.g., the first Wednesday of every month) can help participants plan accordingly and encourage attendance.

Physical Arrangements

Although they may seem simple, physical arrangements need to be delivered to venues in great detail. Leave nothing to be assumed. The coordinating individuals need to make sure the catering manager knows the room setup, breaks, food needs, audiovisual needs and other equipment requirements. Put the details in writing and arrive early enough to reset the room or change the food order if the venue got it wrong. There is nothing more disruptive to an effective meeting than having the venue reset a room or deliver coffee service after the meeting has started.

PARLIAMENTARY PROCEDURE

Parliamentary procedure is a set of rules governing the way meetings are conducted. If everyone agrees to the ground rules before beginning, a non-personal operational process exists for addressing disagreements, digressions or problems.

ASHE recommends that chapters be familiar with [***Robert's Rules of Order, Newly Revised***](#) or other parliamentary handbooks and assign an individual the role of parliamentarian — the arbitrator of the process. Parliamentary process has an enormous potential for championing the rights of the least individuals and can help ensure a smoothly run meeting.

Every meeting should have an order of business or an agenda. That agenda usually includes:

1. Call to order.
2. Reading of the minutes.
3. Treasurer's report.
4. Presentation of reports.
5. Unfinished business.
6. New business.

A quorum or minimum number of voting members must be present to conduct business legally. This prevents a handful of people from deciding for everyone. NOTE: Your bylaws should state what constitutes a quorum for your chapter. The most widely used quorum is a simple majority.

Checklist for Meeting Management

Chapter members or officers running a meeting will find the following checklist invaluable as they set out in their new role.

- Start on time.
- Make sure everyone is introduced by name and role.
- List the objectives of the meeting, which should be included in the agenda.
- Review the background material.
- Encourage participation by all, which includes talking judiciously and succinctly, and listening carefully.
- Assign tasks prior to the start of the meeting, such as note takers and timekeepers.
- Remember that board members may be well informed in some areas and not in others.
- Keep the meeting moving and on task, according to the agenda.
- Summarize major points during the session.
- Pay attention to interpersonal dynamics that may affect the meeting outcome.
- Talk to the group as a whole. Avoid speaking to only one person for any length of time.
- If energy lags or interest wanes, take a break.
- Solicit opinions and experiences, especially in areas of disagreement.
- If you are losing the group's attention, ask a question or shift the meeting pace.
- Try to draw out silent members. Direct questions to them or solicit their opinions.
- If someone dominates a meeting, direct thought-provoking questions to them, ask for their cooperation or give them a special assignment.
- Adjourn on time. If you must run over, ask the group's permission to do so or solicit their input on how to change the agenda to end on time.

What Goes in the Minutes?

Chapters are legal nonprofits and, thus, must follow all legal requirements for record-keeping, including minutes. Chapter meeting minutes are a necessary form of record-keeping and serve as the official (and legal) record of meetings.

At a minimum, meeting minutes should contain the following:

- The names of those officers who are present and who are absent, as well as any guests attending.
- The time the meeting begins and ends.
- The existence or absence of a quorum (the minimum number of voting members that must be present to conduct business legally).
- A concise description of actions taken by the group.
- The names of the persons making and seconding motions.
- A summary of votes, indicating when motions were adopted by unanimous votes or the breakdown in yeas and nays and abstentions.
- A summary of documents introduced during the meeting.
- A summary of discussion points — concise statements of the issues raised and concerns reflected during the discussion.
- A summary of key action items and future steps, and who is responsible for them.
- The name and title of the person responsible for taking minutes.

Minutes should always be concise and provide a summary of the record of the meeting, not a verbatim transcript. The minutes should be recorded by someone who understands the substance of the board actions and discussions to be able to provide the concise record.

PLANNING FOR SUCCESS

As noted at the beginning of this handbook, successful chapters require planning — both on the business side and the operating side. What exactly does that mean?

A business plan designs the financial outlook for the organization — where the money will come from, now and in the future. It considers new markets, new opportunities, where potential members may be found, where other sources of revenue might be identified, and how those sources will be tapped. It is not the same thing as a marketing plan, although a marketing plan may be a component. The business plan examines in what directions the chapter can grow and how to support that growth. This is the closest thing to a strategic plan most chapters will have.

You may choose to begin the planning process by looking at ASHE's [strategic plan](#) and determining what aspects are particularly relevant to your chapter. This will allow you to align your direction with that of the national organization and strengthen both groups simultaneously. Other chapters may be willing to share their plans with you as well.

The operating plan, on the other hand, looks at how the chapter will function over the coming year. If you do nothing else, use the budget as a kind of operating plan, identifying the major areas of work to be undertaken in the coming year, how much you will spend to accomplish them, and how much revenue you expect to have left at the end of the year. Developing such plans creates clear expectations for the program of work ahead and eliminates any surprises for members or board members in terms of expected expenses and revenues.

DEFINING LEADERSHIP ROLES

An organization's effectiveness is determined in large part by the quality of its leadership. While this handbook contains a section on leadership, its focus is on leadership skills rather than the structure of chapter leadership. A chapter should have a progression of chairs or positions through which leaders proceed as they move up within the organization. This series of steps, which can be informal rather than formalized in your bylaws, serves as a training ground for future commitment. In this way, a new chapter president, having served as treasurer, program chair and president-elect knows how important each position is and what responsibilities need to be undertaken.

The vice president should work closely with the president and president-elect and be involved in decision-making to prepare them for a term as president. Similarly, the immediate past president should serve as a mentor and advisor for the leadership.

A typical set of officers for an ASHE chapter might include the following:

1. President
2. President-elect
3. Vice president
4. Immediate past president
5. Secretary
6. Treasurer
7. Education/conference chair
8. Public relations/marketing chair
9. Membership chair
10. Awards/recognition chair
11. District president
12. State/district representative
13. Paid staff/chapter administrator
14. ASHE liaison
15. Advocacy liaison
16. Sustainability liaison

An additional position that should be considered is a member representing vendors, companies or others not affiliated with a health care facility on the board. Although they likely would not have voting rights

depending on the chapter's bylaws, they will play an important role in providing the affiliate member perspective in decision-making.

The term of a leadership position within an ASHE Chapter will vary from group to group, but a minimum of two to four years is realistic. Chapters must check with state requirements for nonprofits to ensure that all officer positions required by law are filled.

TYPICAL RESPONSIBILITIES

It is strongly recommended to write job descriptions for each voluntary leader. It clearly defines who is responsible for what and eliminates duplication of effort — something that is simply unacceptable in today's environment where leadership time is limited. While job descriptions will vary widely from chapter to chapter, following are some of the responsibilities to consider including for key leaders' roles:

Chapter President

The chapter president is charged with the general management of the chapter. They are responsible for seeing that all orders and resolutions from the chapter board of directors are put into effect. Duties typically include, but are not limited to:

1. Presiding over all meetings of the general membership and board of directors.
2. Appointing all committee chairs.
3. Acting as a liaison to the regional and national organizations.
4. Ensuring that the chapter abides by its bylaws in all operations.
5. Working in partnership with the board of directors, scheduling regular chapter meetings and board meetings.
6. Making sure that the application for the [ASHE Chapter Awards](#) is prepared and submitted each year along with other required submissions.

Chapter Secretary

The chapter secretary is charged with keeping all records of the chapter (other than financial) as well as contact lists. Specific duties typically include:

1. Keeping accurate minutes of all chapter meetings, including those of the board and major committees.
2. Keeping up-to-date membership lists and distributing advance meeting notices.
3. Keeping a content list of potential members in concert with the membership vice president.
4. Producing chapter letterhead and roster of officers and committee chairs.
5. Preparing and submitting the [Chapter Annual Report](#) to ASHE by January 31 of each year, along with a copy of the chapter's membership list.

Chapter Treasurer

The chapter treasurer is responsible for keeping chapter funds and records of all financial transactions. Typical other duties include:

1. Collecting all chapter dues as well as any other additional funds raised by the chapter.
2. Establishing bank accounts and obtaining signature cards for officers with signing authority.
3. Keeping an accurate and timely record of deposits and disbursements.
4. Reporting financial status of the chapter to the local board.
5. Securing federal and local tax ID numbers and filing tax returns when necessary.
6. Preparing a balanced budget for the board to approve and follow.
7. Advising the secretary of any delinquent dues payments and dropped members.
8. Disbursing accounts payable in a timely manner and invoicing and collecting accounts receivable.

Membership Chair

This person is charged with recruiting and retaining members for the chapter. Typically, they work with a membership development committee. Membership chair responsibilities typically include the following:

1. Generating revenue.
2. Coordinating recruitment/retention activities.
3. Annual dues renewal.

Education/Conference Chair

This individual is responsible for identifying topics and scheduling programs for the chapter's monthly meetings and/or the annual conference. This position is best handled in conjunction with a committee. Typical responsibilities include the following:

1. Scheduling education programs.
2. Coordinating registration/logistics.
3. Securing and working with speakers.

ASHE Liaison

Each chapter is highly encouraged to appoint an ASHE Liaison. Ideally, this individual will be a member of ASHE in your chapter who is not your ASHE Advisory Board Regional Representative or another member of the chapter's board. If they have been active in ASHE as a leader, even better. This individual will be an ongoing contact within the chapter for ASHE and will receive copies of all communications ASHE sends to the chapter. Chapter officers change frequently, while the intent is for the ASHE liaison to stay the same for a significant period of time. This provides a more consistent link between ASHE and the chapter. You may want to consider appointing someone from your chapter

administrative staff and/or a committed volunteer (maybe a retired member or a chapter past president) who has joint membership in the chapter and ASHE to serve in this role.

Advocacy Liaison

This individual will be responsible for communicating and advocating on issues specific to the state or local level as well as providing feedback to ASHE on various national codes and standards issues affecting the profession.

Sustainability Liaison

This person serves and acts as chapter champion to raise awareness of chapter members on the value of sustainability and will guide or connect chapter members to resources available from ASHE, including the use of the resources of the Sustainability Roadmap to achieve cost savings. The Sustainability Liaison will assist and encourage chapter members to maintain engineering criteria to help reduce operational costs and thereby increase the value and profile of their health care facilities to stakeholders and to the C-suite. This liaison will act as a change agent and data-gathering person within the chapter to encourage participation in ASHE's Energy to Care program as well as monitor and report chapter participation.

THE VITAL ROLE OF COMMITTEES

Elected leaders can't do it all, so a healthy organization engages a number of volunteers in active roles. The most common way to do this is through a system of committees. Chapters that fail to establish a strong committee network miss the opportunity to identify prospective leaders, strengthen the network through activity, and tap the skills and talents of a broad cross-section of members. The best way to ensure a new member stays a member is to get them involved in the chapter immediately, and committees are the best way to involve large numbers of people in the organizational life of the chapter.

Governance Policies

Chapter leaders are responsible for the proper governance of the chapter. Having and enforcing proper governance policies is a key component. Chapters are expected to have the following governance policies at a minimum:

1. Conflict of Interest
2. Whistleblower
3. Antitrust
4. Document Retention
5. Harassment
6. Diversity, Equity and Inclusion



CHAPTER 4

CHARACTERISTICS OF EXCELLENCE & DEVELOPING LEADERSHIP

Chapter 4

CHARACTERISTICS OF EXCELLENCE & DEVELOPING LEADERSHIP

OVERVIEW

Chapters are made up of members — people who voluntarily come together to solve common problems, meet common needs and accomplish common goals. But members can accomplish those aims only by working together under innovative, effective leadership.

The hallmark of a successful chapter is continual renewal through ongoing leadership development. And while we all know that natural talent contributes to leadership skills, leadership does not come naturally. Leadership combines skills and attributes that can be learned and improved upon. Leaders tend to emerge in two ways — either by coming forward themselves (that is, volunteering) or through a carefully planned process of seeking them out.

To ensure an ongoing leadership base, the chapter must identify the people with the greatest potential (who may or may not [volunteer](#) their time) and guide their development. Leadership development begins with understanding what makes a good leader and then learning to recognize those traits. Next, identify and involve potential leaders in the chapter; then reward them and give them opportunities to enhance their potential.

CHARACTERISTICS OF EXCELLENCE

Three critical elements are needed for excellence in nonprofit organizations: a sense of mission, the presence of a strong leader, and an involved and committed leadership.

Mission

A clear sense of mission serves as the focal point of commitment for members and leaders. It is also the guidepost by which your chapter's success can be evaluated. In essence, it defines how your members' world will change as a result of the chapter's efforts. The mission of a chapter should be aligned with [ASHE's mission](#), which can be found at the beginning of this handbook.

Presence of a Leader

Successful organizations need an individual who truly leads by creating a culture that enables and motivates others to work together to fulfill the group's mission. The best leaders have clear goals, a vision that looks beyond today's crisis, the ability to develop strategies to achieve this vision, and the capacity to involve others in the process. They must also have the courage to make extremely difficult decisions and a willingness to take risks and challenge the status quo despite what others may think.

Involved and Committed Leadership

While most chapters are headed by a president — a single individual who is the official group leader — chapter leadership should be a shared experience. With an involved and committed group of volunteer leaders, your chapter is more able to relate effectively to your members and to ASHE. Your leadership group also provides a bridge to the larger health care community.

As a volunteer leader, you can successfully involve the members of your chapter through the following activities:

- Regularly gather information from members about what they need, want, experience and expect from your chapter.
- Provide members with a continuous stream of information about what you are thinking and the rationale behind it.
- Provide quality programs and services that serve their common interests.
- Motivate voluntary participation by offering opportunities for members to achieve whatever benefits they consider important.

MOTIVATING VOLUNTEERS

Essential Elements

Nine elements contribute to an environment where members are motivated to participate. The conditions for motivating volunteers exist when people have the opportunity to do the following:

- Use their special knowledge and skills.
- Give their life purpose and significance.
- Help others.
- Be recognized and acquire status.
- Feel useful and needed.
- Develop new skills.
- Participate in enjoyable activities.
- Gain competencies and visibility that advances them in work or social arenas.
- Use leisure time and reduce loneliness and boredom.

RECOGNIZING WHY PEOPLE VOLUNTEER

People will join your chapter when it meets their needs and interests. They get involved in the work of the chapter for somewhat different reasons. By understanding what motivates people to become involved, you can successfully place them in the appropriate volunteer position.

How to Reward and Praise

The kinds of satisfaction people gain from being involved in a chapter are as diverse as the people who volunteer. Self-satisfaction from a job well done is important. But acknowledgment and praise from friends and colleagues stimulates the desire to continue working hard. Among the ways to reward hard work are awards, certificates, pins and plaques, and public recognition and thanks. You know best the culture of your chapter and can predict which of these will work.

Control vs. Motivation/Inspiration

The leader focuses less on controlling what people do and more on getting things done through other people. That involves identifying their strengths and creating an environment where they will be motivated to work toward achieving individual and group goals. Leaders begin with a vision of where they want to go and then communicate the benefits of working together to those they want to influence.

Those who are successful are able to inspire others by painting pictures that capture the imagination. They have the ability to create, through their behavior and their words, an environment in which others want to follow them.

ESSENTIAL LEADERSHIP SKILLS

The skills described in this section are those typically depicted as management skills. The added dimension leaders bring to these management skills is their ability to involve others in the process of getting work done. Leaders help people turn their potential into performance.

Leadership skills include:

- **Planning and organizing:** Establishing goals; developing a specific plan; soliciting input and support from members for realistic time frames for achievement; identifying who does what.
- **Listening:** Keeping in touch with members' needs and expectations.
- **Selling:** Selling ideas to others and involving them in implementation.
- **Delegation:** Giving members more responsibility, encouraging them and rewarding creativity.
- **Communication:** Communicating effectively both orally and in writing, being able to speak in public and to write in a clear, brief and benefit-oriented style.
- **Problem-solving:** Helping people learn how to help themselves rather than solving their problems for them.

Furthermore, potential leaders should be open to criticism and willing to change. As a leader, your ability to be flexible and adapt to a variety of situations will be augmented if you are aware of and comfortable with your own limitations. A good leader doesn't need to be able to do everything by themselves or to be all things to all people. They learn how to delegate, realizing that the end goal can be reached via a variety of roads and understanding that being right is often less important than being involved.

WHY VOLUNTEERS ARE ESSENTIAL FOR CHAPTER SURVIVAL

About 20% of the people in any given group are actively involved while the other 80% wait for things to happen. You need to focus your attention on the 20%, most of whom will be your potential leaders and volunteers. Leaders cannot do all the work that is required to move the chapter forward. Actively seek out those who have demonstrated a ready willingness to work, and quickly involve them. A good way to identify potential leaders and volunteers is to ask them to create a volunteer resume. This will allow you to equally assess each person's individual skills, experience and leadership ability. Then, identify specific opportunities for each individual so they feel more attached to the chapter. This will be a great challenge and will call upon all your leadership skills.

Succession planning and continuity are essential for the ongoing success of any organization or chapter. Utilizing volunteers in a variety of roles and responsibilities creates such a succession plan and gets more individuals involved in the organization. Having a proper succession plan in place is the best way to ensure that your hard work and legacy lives on.

Take the Time That's Offered

Leaders who give freely of their own time frequently find it hard to remember that not everyone may have the same flexibility. Job, family and career demands, as well as differing lifestyles, all limit the discretionary time members have to give.

As a leader, you must be creative about breaking volunteer tasks down to accommodate the differing schedules of your members. The rewards for making this extra effort are great, for the end result will be the involvement of more volunteers and an increased infusion of new energy.

Create a Positive Volunteer Experience

One of the most important tasks of established leadership is to provide a thorough orientation to new leaders. By acquainting them with the history of the chapter, issues of concern, and ground rules for behavior, you will help them succeed. They need a clear understanding of expectations to perform well. When expectations and benefits are described early on, people will meet them.

In those few situations where expectations are not met even after extensive coaching, you need to shoulder the burden of leadership, thank the volunteer for serving, and suggest that they may want to volunteer at another time when they will be able to meet the demands of the situation. Even this dismissal of a volunteer should be carried out in such a way that it is as positive as possible for the volunteer.

Creating a Chain in Elected Leadership

The greatest reward of leadership comes from being a mentor and encouraging protégés to move into leadership positions of their own. In most chapters, this happens by working through the chairs. There should be a natural progression of leadership opportunities that create an ongoing, sustainable leadership succession plan. This includes having several leadership positions as well as volunteers that work with the leaders so the knowledge, experience and involvement touches as many individuals as possible.

The Value of Working Through the Chairs

Once you have identified potential leaders, give them opportunities for involvement. One of the best ways to start is to have someone serve as a committee member under the guidance of an experienced leader. Throughout the term of the committee, those individuals who have shown promise can then move on to chair the committee and then continue to move up the chapter leadership ladder.

Chapters frequently place a high value on leaders gaining experience before rising to the presidency. People who have had progressively increasing responsibilities and are experienced in key areas of chapter decision-making usually have sharpened their skills and bring more to the process. However, it is important to maintain a balance between developing sufficient experience and knowledge about the issues and spending such a lengthy apprenticeship that they lose interest.

In addition, while experience and knowledge of the history of the chapter are important, fresh ideas and innovative thinking can revitalize an organization. Therefore, chapters should encourage those with fewer years of experience in the organization to become involved in leadership, and then provide opportunities for them to move up the leadership ladder. This is the most effective way to identify potential leaders and maintain a quality pool of experienced volunteers.



CHAPTER 5

THE IMPORTANCE OF EFFECTIVE COMMITTEES

Chapter 5

THE IMPORTANCE OF EFFECTIVE COMMITTEES

OVERVIEW: WHY COMMITTEES ARE ESSENTIAL

Committees are the operating system of a chapter. Committees involve members in the development and delivery of services, represent diverse member opinions in decision-making, and help serve member needs through interaction. They also offer the opportunity for group problem-solving and can be a forum for presenting multiple points of view. Committees are also the training ground for future leadership and an arena where emerging leaders can test and refine their skills and abilities. For these reasons, committee effectiveness is critical to chapter operations.

CONSTRUCTING EFFECTIVE COMMITTEES

Effective committees are carefully planned and constructed to have a balanced and diverse representation of members, a clearly defined mission or objective and work plan, a dedicated chair, and competent staffing. Paid staffing is a real asset if you can afford it, but if you can't, make sure the people assigned to committees are conscientious and will complete what they've committed to accomplishing. Following are some of the key elements of making those things happen.

Types of Committees

There are two basic types of committees — standing committees and special committees. Standing committees serve an ongoing, continuous function and operate indefinitely. Their function usually deals with organizational and operational procedures, or with specific permanent features of chapter programs. A special committee, often referred to as an ad hoc committee or task force, is assembled with a specific purpose in mind and a specific time frame, goal and end date.

Committees can also be classified by purpose or function into one of four categories:

1. Administrative
2. Project
3. Study or problem-solving
4. Liaison

Selecting the Right Size for a Committee

The purpose and the nature of its work determine a committee's size. Here are some things to consider when determining the most appropriate size for your committees:

- If you need a prompt outcome, keep the size of the committee small. Smaller committees take less time to organize, can communicate more effectively, and can act more quickly.
- Use a small committee when seeking administrative direction.

- Create a larger committee if participation of a wide variety of members would be beneficial. Larger committees usually enable the chapter to hear more viewpoints and opinions, and to get more thoughtful recommendations. Because of their size, larger committees have more members to promote the future value of a program or activity. In addition, the larger the group, the less likely all the work will fall to one or two people.
- Base the number of members on a committee on the segments of your membership that need to be represented.

For example, think in terms of large groups for a conference committee, and a smaller group for nominating work. There is no magic number for the size of a committee. However, a committee of 10 to 15 members will be able to split into smaller groups (if necessary) to accomplish the objectives of the committee. This size will also allow the committee to meet, make recommendations and reach decisions as a quorum.

What Committees Do You Need?

Committees exist to help fulfill the chapter's mission. However, how chapters operationalize the mission varies and, therefore, it is expected that each chapter's committee structure may be different. The following are committees a typical ASHE Chapter should consider implementing. Some are critical for effective operations and others are encouraged:

Critical for Effective Operations

- **Education Committee:** This committee is responsible for developing, promoting, conducting and monitoring the educational/training efforts of the chapter.
- **Finance Committee:** This committee monitors the investment of association funds, reviews and negotiates contracts and recommends their acceptance to the board, approves fees to be charged for services, establishes an accounting system and oversees the annual financial audit. The role of this committee will vary greatly depending on whether paid staff exists.
- **Membership Committee:** This committee is charged with evaluating and implementing the chapter's membership structure, the development of new members for the chapter, promoting retention among existing members, and identifying new member services and programs to enhance the value of membership. For some chapters, this group may also be responsible for the development and distribution of the member newsletter and/or directory. (Where that is not the arrangement, this would be handled by the Publications Committee.)

Encouraged But Not Critical

- **Awards and Recognition Committee:** This committee oversees whatever award programs are in place, continually reviews the awards programs for currency and suggests new ways to increase member recognition.
- **Bylaws Committee:** This committee is responsible for reviewing the association's bylaws for compliance with the national organization. If bylaws changes are required, the bylaws

committee formulates them and submits them to the chapter's board for approval prior to submission to the membership. In addition, this committee may be responsible for maintaining the records of the association, including pictures, legal records and information pertaining to leaders' positions and volunteer involvement.

- **Codes and Standards Committee:** This committee is charged with an ongoing review of all codes and standards relating to health care to keep members of the chapter apprised of pending code changes. This group can also be actively involved in efforts to modify codes and standards, as appropriate, and may assist ASHE in reviewing codes and standards changes.
- **Conference Committee:** This committee is responsible for conducting the annual trade show and major educational activities of the chapter (separate from the ongoing continuing education requirements of the group). Because of the significant financial impact of this activity on most chapters, this committee has a critical stake in the group's financial health.
- **Nominating Committee:** This committee is charged with developing the slate of officers for the coming year and may also be involved in recommending committee appointments. Typically, this committee consists of the past president, current president, president-elect and one ex-officio.
- **Publications Committee or Public Relations Committee:** This committee seeks to create attention for and awareness of the chapter, its members, and the profession they represent. In addition, this committee would be responsible for the development of the chapter member directory, newsletters, press releases and other publications. Other areas of responsibility might include sponsorships, advertising and promotion.

Defining Responsibilities

The areas of accountability for each standing committee within the chapter should be defined. The very process of clarifying each group's role establishes what results the organization should expect from the committees' efforts and eliminates the possibility of having several groups claim the same territory as their own (e.g., you don't want the education committee undertaking the work of the membership committee).

IMPORTANCE OF STRONG LEADERSHIP

Defining the Role of Committee Chair

The overall success of a committee can often be directly linked to the effectiveness of the committee chair. Since this individual is ultimately responsible for planning the work of the group, conducting meetings, maintaining records and appropriate information about their decisions, ensuring actions are taken, and evaluating results, it's no wonder so much depends on their effectiveness. Please review the chair checklist in the appendices to help you determine whether a potential candidate would be a good committee chair.

The authority to appoint committee or taskforce chairs typically resides with the president of the chapter but the chapter may decide to allow elections by the members of each committee.

For the committee to be effective, the new chair needs a thorough orientation to her/his new role. This includes determining the committee's work agenda, deadlines, clarifying governance roles — who does what, why and how; what sort of checks and balances exist; the responsibilities and expectations of the chair (including outlining duties); and completing background information.

Background information should include the committee roster for the current and previous year, minutes from past committee meetings, background on the committee's accomplishments and activities, a list of members of the chapter's governing body (as well as ASHE's governing body), and key contacts. It may also be a good idea to conduct an annual committee orientation planning meeting for all incoming committee members.

Making Committees Effective

Once you've appointed or elected the committee's leader, make sure they communicate the obligations of committee participation to potential committee members. Committee members need to clearly understand exactly what a position on the committee entails, including the time commitment, job duties, meeting times and so on. Without understanding this up front, people who are willing to serve may not be positioned to serve well.

If your chapter has paid staff working on a committee, they should play an active role, not simply act as recording secretary. However, too much staff involvement may reduce the value of the committee and demotivate volunteer members. If there is too little staff involvement, committees may drift aimlessly and be less effective. An appropriate staff role is to answer questions, offer suggestions and raise questions as needed. They provide assistance in completing work without taking on the role of an active committee member, so that committee members can focus on the bigger picture.

RUNNING AN EFFECTIVE COMMITTEE MEETING

Committee chairs should review the section on [How to Run a Business Meeting](#) in Chapter 3. The principles and steps outlined for meetings of the chapter also apply to committee meetings.



CHAPTER 6

MEMBERSHIP RECRUITMENT, RETENTION & NON-DUES REVENUE

Chapter 6

MEMBERSHIP RECRUITMENT, RETENTION & NON-DUES REVENUE

OVERVIEW

Chapters should always be looking for ways to increase their revenue stream. The important thing to remember is that it is rare to find one homerun source of revenue. Moreover, you don't want to become too reliant on one source of revenue; if you have just one bad year, it could take a long time to recover. Most importantly, you need to make sure returns on investment have been examined.

On an average, associations receive 42% of their total income from dues (regular, associate and other categories). The most popular sources of non-dues income include convention registration fees, educational programs, exhibit fees, periodical revenue, fundraising events such as golf tournaments, and investments.

With membership being an important source of revenue and volunteer support, it's critically important to make sure your chapter is effectively managing membership recruitment and retention operations. To keep dues and member value events manageable, most chapters undertake non-dues revenue activities. This chapter will provide you with some basics needed in these important areas of chapter operations.

MEMBERSHIP RECRUITMENT/RETENTION

No longer can we view the members of our chapters as a "captive audience," committed to joining purely for the sake of joining. They don't belong because they "should." They belong because you've earned their trust and support and then reinforced the value of membership through words and actions throughout the year. This chapter addresses the two critical aspects of membership: keeping the members you have and finding new ones.

In today's economy, it cost associations more to attract a new member than to keep an existing one. With that in mind, we'll focus first on one of the most overlooked aspects of membership: keeping current members satisfied.

Make a Commitment to Retention

Member retention starts the moment an individual joins your organization. Too often, membership retention in organizations is an afterthought, with little attention paid during the year to reinforcing the value of membership whenever and wherever opportunities arise. Instead, a push is made just before the new invoices go out. However, chapters with successful member retention approaches often take a different tack. At every meeting, they talk about the value of belonging. They share examples of how chapter membership has paid off for someone they know. These groups publicly thank members for their involvement and reinforce how much stronger the chapter is because they belong. Above all, chapters successful at member retention find a way to keep members by educating them to the value of membership, engaged in activities through recognition and involved in programs through volunteerism.

Paying Attention to Member Needs

Members of most organizations want programs that:

- Save them time and/or work.
- Reduce expenses.
- Help them make decisions.
- Improve their relationships at work.
- Help them do their jobs better.
- Help them avoid costly errors or reduce risks.
- Advance their opportunities for professional success.
- Provide an established network.

While this list is not comprehensive, it has at its core the questions members ask most frequently in these days of limited time and dollars to devote to an organization, “What’s in it for me?” Therefore, when developing programs, be sure the program meets at least three of the above-mentioned criteria.

The most effective way to determine exactly what members want is by continually assessing member needs. Use surveys, focus groups and one-on-one discussions to discover what they expect from membership in both your chapter and ASHE. Then make an effort to deliver what they want. Reinforce that message in your newsletter by talking about the services you offer. Remind members about services at chapter meetings. Send them a list of services along with their invoice at renewal time. Above all, create a leadership mindset that doesn’t presume that just because someone joined once, they will renew. Each existing chapter member needs to be sold on the value of belonging as much as a prospective member does.

The Critical First Year

If a member renews after the first year, there’s a good chance they will continue to maintain their membership for many years to come. So how do you ensure that first year members will renew the following year?

First, consider developing a mentoring program for new members. This type of program will allow them to receive one-on-one assistance, connect with other industry professionals and engage their participation in chapter activities. Second, conduct new member orientations as a way to educate new members about the value of the membership and allow them to meet chapter leaders, officers and administrative staff. Finally, establish a new member welcoming committee, encourage board/committee members to call new members and welcome them within their first 45 days. By developing a strong member outreach, you will strengthen your membership.

Nurture Your Unemployed Members

There may be times that you find your membership suffering as a result of the economy. It would benefit your chapter to offer a membership waiver for those members who are out of work. It may also be a good idea to establish a small networking support group to aid in their career. When unemployed, a member can feel disenfranchised and cut off from support systems. By being there in a nonjudgmental way, your chapter creates a bond.

Pay Attention to Your Systems

Don't assume membership is down because of economic factors or changes in the industry. In many cases, membership is down because of something you've done, or something you've failed to do. People may not be receiving their invoices at the right address. They may have been dropped from a listing. Periodically review the way in which you record membership information, as well as the way in which invoices are processed, to ensure there isn't a problem.

Where to Find New Members

The sources of potential members are limited only by your imagination. Try to think out of the box about how you are currently recruiting members and through what sources. You might form a recruitment task force to brainstorm both possible sources and the names of potential members. Consider some of the following:

- Ask your existing members for the names of people they know who should belong. Ask your members to get involved in recruiting these folks. Offer incentives for members to bring a guest to an upcoming event, establish a member referral program, hold an annual recruitment event invite only nonmembers and your chapter leadership/board.
- Look in the yellow pages for hospitals and health care and long-term care facilities that might have employees who aren't involved and should be.
- Get involved with your local chamber of commerce. This is a great way for you to talk about the chapter with the people you meet. They may be able to offer ideas and leads.
- Embed a link on your website to help visitors access local or state Federal Emergency Management Agency (FEMA) for hospital contact information.
- Use other organizations' directories of people who work in related fields.
- Read health care literature for references to individuals in your area.
- Ask members to post on their bulletin boards about the chapter and its services.
- Alert the local media through press releases of your meetings. Regularly published announcements about meeting topics and speakers will attract prospective members.
- Attend some local colleges to encourage students leaning toward health care careers to get involved with your chapter so they can learn more about the field and meet other experienced professionals in the field.

- Look to related health care associations as a possible source of new members. Attend their meetings and discretely talk about the value of your chapter.
- Stay in touch with your [ASHE Advisory Board Regional Representative](#). They have frequent contact with potential chapter members, and by keeping an open line of communication, your chapter will be in a good position to recruit these individuals as soon as they are identified. In addition, Regional Representatives send welcome letters to all new ASHE members that also promote your chapter.

Getting Potential Members Interested

Simply identifying a prospective member isn't enough. You need to pique their interest in the organization and create an understanding of the value of affiliation. You can do that in several ways:

- **Telephone recruitment campaign.** Set aside half a day, once a quarter, and enlist the aid of a few members to call prospective members and talk about the value of belonging. A personal touch is a critical element of this approach. You can also call members who have not renewed their membership. You'll find many times that the individual simply forgot to renew, moved or in many instances, changed responsibilities and is no longer interested in membership. If that's the case, don't forget to ask for the name of the person who replaced that individual, and then actively recruit the new person for membership.
- **Direct mail solicitations.** Well-written direct mail efforts can be very effective but more costly by the time you create the cover letter and brochure, order labels, coordinate the effort, track responses and do a follow-up. In this approach, you send the meeting invitation to your target market and their staff and request that they post it on the employee bulletin boards. If you choose to go the traditional direct mail route, remember that the value of the mailing is directly proportional to the quality of the mailing list you use. An outdated list with obsolete addresses and inaccurate names wastes your money and weakens your credibility. So, if you choose to go with this approach, check the lists carefully for currency and accuracy. The best direct mail response falls in the 2%-3% range. Just as important to the list is the offer made: for example, a free report, a complimentary first meeting, or a discount on products/services, etc.
- **Digital recruitment.** Although more traditional methods of recruitment such as direct mail are great recruiting tactics, it is important that chapters incorporate digital tactics such as email campaigns, LinkedIn, social media and other digital outlets. Digital recruitment can be less expensive and quicker than other methods.
- **Send personal letters from members to people they know suggesting they join.** This is a more effective approach for many chapters, both because it spreads the cost and relies upon the credibility of the member sending the letter. The downside is ensuring that the letters get out, because this approach is outside the control of chapter leaders or staff.
- **Invite a prospective member to your meeting.** If you can afford it, the chapter should pick up the cost of lunch the first time a prospect attends. When you think about it, it is an inexpensive way of recruiting. Identify prospective members with a special badge and ask existing members

to introduce themselves to these individuals. You don't want a hard sell, but your current members are your best sales force when it comes to believability.

- **Offer Conference/Membership package.** Some chapters, as well as ASHE, have had a lot of success in both recruitment and retention by packaging a membership with a meeting registration. Keep in mind, though, that you may experience a lot of churn with these types of memberships if people aren't able to attend the conference each year.

Develop and Maintain Your Prospect List

- Record important information about potential members, including demographics on each person, their institutional information, how their name surfaced as a prospect, if they have attended any meetings, etc.
- Break information into market segments to help you better target your mailing efforts. For instance, you should be able to differentiate between plant engineers, planners, construction managers, facilities management people, buildings and grounds, safety, etc.
- Keep your list up to date through periodic cleanups to save time and money on mailings.

Track Recruitment Messages and Approaches

- Use the system to track responses to recruitment efforts and conversion rates on nonmembers into members.
- Code the different reply devices or applications you use to determine the success of each different kind of mailing so you can tell which worked best.
- Personalize the Approach for More Appeal
- Make it friendly by devising a way to use your system to personalize letters.
- Develop different paragraphs within the body of the letter to reflect the different needs of different prospective members. For instance, the needs of facilities managers could be discussed somewhat differently than the needs of clinical engineers or security officers.

Provide Peer-to-Peer Recruitment Assistance

- Give the names of nonmembers and potential leads in their areas to your membership committee recruiters.
- Implement a quick-response system to provide names to members interested in recruiting their colleagues.
- Consider offering rewards to top recruiters. Some people respond well to a little motivation like free registrations or other items you might be able to obtain through vendor members.

Obtain Status Reports

A solid system can give you reports on the effectiveness of your overall recruitment effort and an analysis of the success of each recruiter for the chapter. When you identify someone who has been particularly successful, don't hesitate to find out what they are doing that works so well.

Avoid Possible Limits on Membership

You may, unknowingly, be working against your best recruiting efforts if your chapter bylaws restrict potential members. Do you limit membership to those working only in hospitals, or do you welcome anyone working in the broader health care field? Do you restrict the type of membership someone working in the trades can hold? Or can they belong at all? Periodically review any limitations that appear in your bylaws and consider modifying them if they are too restrictive. Your member types should reflect the chapter's mission. If there is a cohort of members that would support the mission, the chapter should consider allowing them.

KEEPING DUES MANAGEABLE THROUGH NON-DUES REVENUE

Keeping membership dues reasonable is the secret of success for many chapters. The more realistic and affordable the dues, the more members you will have. But in order to keep dues in this range, chapters need to find alternative sources of non-dues revenues to supplement their revenue stream in a way that allows them to operate effectively.

ADDITIONAL SOURCES OF NON-DUES REVENUE

Fundraising Efforts

Fundraising — asking for financial or in-kind support — is one way to generate revenue. It is particularly effective when linked to a specific outcome. For instance, you can conduct a campaign to raise money for college scholarships offered by the chapter, carry out a research project with broad appeal, or institute a new educational series. Asking for money context is an extremely difficult approach to take and is not likely to yield strong results.

The exception to this rule is asking your vendors for financial support for programs in return for some added exposure for the vendor. This is not traditional advertising, but it works essentially the same way. A vendor agrees to host a dinner, meeting or reception at a conference in return for printing their company name on the registration brochure or signage and mentioning their name in a brief speech during dinner. Make no mistake, you are selling a commodity when you take this approach, and it is critical that your chapter delivers on what was promised.

If you do identify a worthy cause for soliciting funds across a wide spectrum of individuals and organizations, you will need the commitment of a dedicated group of volunteers and strong leadership to

guide the program. Without commitment and personal involvement, traditional fundraising efforts are exceptionally difficult.

Creating Trade Shows for Information and Income

A trade show is an opportunity for members and nonmembers to view the products and services of a group of vendors to our industry who pay a fee for the exposure to attendees at the show. The trade show can be simple tabletop displays, or they can be very elaborate. They can include educational sessions on the show floor or be restricted to one-on-one discussions between vendors and potential customers. It is up to you to set the parameters of the trade show.

Careful planning is essential to running a successful trade show. As with other planning efforts, the first step is the formulation of objectives and policies. From this base, the details of the trade show emerge. Basic policies, established well in advance, allow for proper direction and control of the show. They provide the foundation upon which all else is constructed.

If the trade show is held jointly with a convention or annual meeting, the exhibit schedule should avoid conflict with any other scheduled events. This will ensure maximum attendance, and the price you charge for vendor booth space is driven largely by attendance.

Continuing Education

Education can add value to your members and provide additional income. These programs can be held in the form of events and programs developed and run by the chapter or through other partnerships and discounts. Education programs can be a great source for affinity programs as discussed below.

Advertising

If you produce a regular chapter newsletter, consider selling advertising space or running a listing of “business cards” ads of vendors to the field. Your vendor community wants to reach your members and will pay for the privilege. If you publish a directory of members, include a listing of vendors, and charge for inclusion, in addition to any ad space the suppliers may buy. Advertising space could also be sold on the chapter’s website (directory listings, promotional articles, etc.)

Affinity Programs

Affinity programs are a great way for chapters to provide additional benefits for members while increasing non-dues revenues. A typical affinity program is working with a corporation to offer benefits to its members and the chapter/organization gets a percentage of the income that the corporation receives from the members.

Logo or Emblematic Items

This is another good source of revenue — things like coffee cups, t-shirts or paperweights with your society's logo imprinted on them. Emblematic items are best if produced in conjunction with an event — like an annual conference — where they can be sold quickly and face-to-face. Be careful, however; warehousing and maintaining an inventory of these items can be expensive enough to diminish the profitability of the project and make it cost-prohibitive.

Social Events

Include a variety of social/networking events into your program to bring members together and produce some additional income for the chapter. Types of events to consider include:

- Silent auctions.
- Golf outings.
- Boat cruises.
- Receptions at historic/popular attractions.
- Walk-a-thons.
- Dine-arounds.

OTHER CONSIDERATIONS

Unrelated Business Income Tax

Although nonprofits are exempt from income taxes by the IRS, certain activities may trigger the requirement for organizations to pay Unrelated Business Income Tax (UBIT). UBIT is triggered when a tax-exempt organization has regularly conducted business that is not substantially related to the organization's tax-exempt purpose. Chapters are encouraged to work with a CPA, tax attorney, or their paid association advisor in determining whether they are subject to UBIT and what taxes are owed.

Competition with ASHE

ASHE and its related chapters exist for the mutual benefit of each other, chapter members and the health care field. Although chapters are encouraged to generate revenue as they see fit, it is important that chapters do not compete directly or indirectly with ASHE. ASHE and chapters are encouraged to work together to ensure all organizations are reaching their full potential and effectively serving our profession.



CHAPTER 7

CHAPTER COMMUNICATIONS

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CHAPTER COMMUNICATIONS

OVERVIEW

Suppose you were starting your chapter from scratch. Would you start by enrolling new members? Drafting bylaws? Holding an organizational meeting? Regardless of what you would do first, odds are that establishing regular channels of communication would be a high priority.

What would it be? What would it say? How frequently would it be sent? Would you seek advertising? How would you measure its effectiveness? These are just a few of the important questions to think about.

In reality, your chapter has probably been in business for some time. But the same questions provide a framework for reviewing the objectives, formats and content of your chapter's communications.

The goal of this document is to provide you with practical checklists, quick tips, new ideas and useful resources to help you refine and improve your print (primarily your newsletter) and electronic (primarily your website) communications. Five factors can provide a foundation for your planning:

- **Integrate Your Newsletter into Your Overall Communications:** While the newsletter is typically a chapter's flagship publication, it is just one channel. Others include your website, social media, group emails and/or faxes, special mailings and more. The challenge is to integrate your messages and develop continuity in all communications.
- **Involve Your Reader:** By definition, communication is a two-way street. Always seek feedback and interaction. Talk to, not at, your reader.
- **Execute Professionally:** Know the fundamentals of good copywriting, editing and graphic design. Stay on top of legal, administrative and budget issues.
- **Innovate and Adapt:** Keep up with the latest trends in communications and design and the use of new technology tools. Stay in touch with your readers so you know when it's time to refresh your publication or website.
- **Develop a Chapter Website:** Consider marketing your chapter and serving your members using a website.

HOW TO IMPROVE YOUR COMMUNICATIONS MANAGEMENT

Integrate Your Newsletter into Overall Communications

One way to improve integration is to look for opportunities to cross-reference/cross-promote. For example, if an article in your newsletter relates to an upcoming meeting, you could refer to a special mailing that was sent to promote that program. Or, if you send a group email to members, look for an opportunity to insert a link to your website.

Think of your communications not as stand-alone pieces, but as parts of an ongoing conversation with your members. The purpose of the conversation is to share information and ideas and create a sense of community. Keep your message consistent and focused to create a seamless communications program.

A good first step is to set objectives for various communication channels. For instance, ask yourself what you are trying to accomplish with your newsletter. The following are some possible answers:

- Report on the news about the profession.
- Report on ASHE news, chapter meetings and events.
- Announce meetings and encourage attendance.
- Deliver a registration form.
- Summarize events/meetings.
- Provide updates on local and state codes and standards.
- Call for action on a particular issue or event.
- Provide a means for members to share opinions, test new ideas and create community.
- Ask for member feedback on an issue.
- Provide information about members.
- Feature new members, those who have passed away (“in memoriam”), and those who have received special awards.
- Seek new members.
- Feature membership services/benefits.
- Provide leads and resources where readers can find more information.
- Generate non-dues revenue (in the form of advertising revenue).
- Provide an opportunity for suppliers to gain visibility.
- Create a buying community with product/service and classified ads.
- Reinforce the purpose and mission of the organization.

What You Should Know About Mission Statements

A written mission statement for your communications vehicle can help reinforce your commitment to communication goals. Think of your mission statement as a welcoming message and an introduction to your publication. Keep it short and simple. Consider including it in every communication, on your website, in your annual directory, and with each issue of your newsletter.

INVOLVING YOUR READER

Whether it’s an email, an item for the website, or your newsletter, have the reader in mind when you start to write. Ask yourself:

- What does the reader want to know?
- What information can the organization provide that the reader cannot find elsewhere?

- What information does the organization need to share with members?
- How can this communication channel be best used to create a sense of community among the members?

To gain insights into what readers want to know and to involve them, ask for input, article suggestions and submissions. Be sure to acknowledge any input you receive. Another idea is to randomly select a few members and call them for a brief interview about your newsletter or website.

Every organization should periodically take a readership survey. This can be included as an insert with a particular newsletter issue or sent as a separate mailer.

The following is a checklist of items to consider in managing the feedback process:

- Whenever possible, report back the results to survey participants.
- Look for feedback from meeting evaluations or from other surveys.
- Post questions on your website.
- For websites: make it easy for visitors to get in touch using “contact us” emails.

EXECUTING PROFESSIONALLY

Writing Fundamentals

- Be sure your news stories cover the facts. Check for who, what, when, where, why and how.
- Write short sentences: 5 to 10 words is a good guideline.
- Write short paragraphs: this visually makes your newsletter more inviting to read.
- Use common language. Avoid unnecessary jargon, technical terms and academic-sounding language. Spell out acronyms in the first reference.
- Use action verbs and active voice.
- Assume readers may not read the entire article. Put the most important information at the beginning.
- Vary the length of the articles.
- Incorporate summary boxes in feature articles.
- Use checklists, bulleted lists and callout quotation boxes to help break up long articles or pages with a lot of type.

How to Overcome Writer's Block

- Start with the headline or title. Don't try to make it perfect. A working headline will help you focus.
- Dive into your article and plan to go back to it later. As with the headline, don't fret too much about getting your opening sentence or paragraph exactly right in the first draft. No matter how long you spend creating it, odds are that you — or someone else — will edit it later.

Tips on Grammar and Usage

- Use the grammar checker in your word processor. While neither comprehensive nor foolproof, it's potentially helpful.
- If you don't already have one, select and regularly use a grammar handbook.
- Use a style guide. One of the most popular is the *Associated Press Stylebook*.
- Select a standard dictionary as part of your style guide. One common choice is the *Webster's New World Dictionary*.
- Develop a style guide for your own organization. For example, do you prefer "Annual Meeting" or "Annual Convention"? Decide what words you will hyphenate, capitalize and the like. Develop standard formats and spellings for jargon and technical terms.
- Avoid discriminatory language.
- Consistently work at the finer points of style. For example, know how to properly display service marks and trademarks. Example: Realtor®

Tips on Proofreading

Ideally, have more than one person review/proofread your document for these different areas:

- Grammar and language.
- Content accuracy about the profession and your organization.
- Political sensitivity about issues in your profession and organization. This proofreader should have a feel for how an article will be perceived by rank-and-file members, leaders and other segments of your readership. Look for someone who can spot who or what has been left out as readily as what was mistakenly left in.
- In addition, your review team should include someone with an eye for graphics, photo selection, layout and overall appearance.

What You Should Know About Graphics

The best rule of thumb is to keep your design simple and readable. Avoid clutter. Strive to have the design reflect who you are as well as to whom you are speaking. A consistent, familiar image is the foundation of a powerful identity.

Tips

There are many software solutions that provide great templates to help even inexperienced individuals get started with great layouts and design. Do NOT feel like you have to reinvent the wheel — start with templates done for you.

Resources

If you don't have the resources you need to prepare a newsletter, you may want to consider contacting:

- Universities, community colleges (faculty and/or students).
- Graphic design firms.
- ASHE staff for assistance.
- Temp solutions: Sites [Upwork](#) and [Fiverr](#) are great resources to find quick and easy help at a reasonable price. Sites such as these help with finding project-based consultants that can help with ad hoc and ongoing projects at a great price.

HOW TO AVOID LEGAL PITFALLS

You should be aware of the following legal pitfalls that could potentially expose your chapter to liability:

- **Libel:** This refers to injury to reputation. Insist on accurate and fair reporting.
- **The right to privacy:** Always obtain signed releases before publishing photographs.
- **Copyright:** This is the right of authors to control the reproduction and use of their creative expression that has been fixed in tangible form. Secure permission before using materials or artwork from a published source.
- **Antitrust:** This complex body of law prohibits any concerted action that unreasonably restrains competition. Among actions clearly prohibited are conduct involving horizontal agreements to establish prices and entering agreements to refuse to deal with third parties or to allocate markets or limit production.
- **Advertising:** Put in writing your policy about what you will and will not accept. Use signed contracts for ad space.
- **Websites:** Websites should include links/pages for privacy policies and terms and conditions as well as copyright information. There are many websites that can help you build various policies for free.

BUDGET BASICS AND TIPS FOR COMMUNICATIONS

Establish a budget for expenses and revenue prior to publication. The way you produce your newsletter (i.e., two-color vs. one-color, number of pages, etc.) and even the way it's folded for mailing can have major cost implications. Following are some tips for managing expenses and revenue:

- Be innovative. Paper, printing and technology are always changing. Keep in touch and ask questions of your outside vendors.
- Professional mailing houses can help with the printing and logistics on mass mailing. Similarly, utilizing a marketing firm for email and digital email campaigns can be helpful.
- Mail to advertising prospects several times a year. Announce your ad deadline schedule well in advance.
- If you sell advertising as a regular part of your publication's operation, determine your editorial-advertising ratio. Use the ratio as a guide, not a firm rule.

A CHECKLIST FOR NEWSLETTER PRODUCTION AND PLANNING

The following checklist can help you manage the production and planning aspects of your newsletter:

- Do you have established deadlines and stick to them?
- Do you maintain an email list of members, associate members, stakeholders, politicians, etc.? Do you review and update it regularly?
- Do you have a tentative editorial calendar for the year?
- Do you have writing guidelines for authors?
- If your publication has photos and graphics, do you ask authors to contribute?
- Do you put the author's contact information at the end of the article?
- Do you get credit when something in your publication is copied and shared? (Tip: put the page number, date of publication and name of your publication on every page, so if the page is copied and shared, your organization will get the credit.)
- Do you have a table of contents to highlight what's inside each issue?
- Do you insert a request for updated member contact information with a box including address, phone, and email changes?
- Do you use recycled paper? Some of your members view this as very important. Some organizations use recycled paper but forget to let readers know.
- For digital newsletters, do you track your deliverability and open metrics? Do you have a sequence set up to automatically follow up with unopened emails/newsletters?

INNOVATING AND ADAPTING IN A FAST-CHANGING WORLD

Following are some suggestions for getting your communications vehicle off the ground and keeping reader interest:

- Develop a formal or informal advisory committee.
- Keep an ongoing idea file containing examples of other newsletters and article ideas.
- Read a variety of publications, including several outside your field. Examples: *Fast Company Magazine*, *Hospitals and Health Networks* and *Health Facilities Management (HFM) Magazine*. Ensure that you are engaging with these types of organizations and publications in the digital word so that you are aware of the latest and greatest in the digital publishing world.
- Feature a lively and regular president's column.
- Make up a quiz. Invite readers to send in their answers by a certain date. Everyone who gets a certain score can be entered in a drawing for a prize. Print the answers — and winners' names if you offer prizes — in a future issue. Or put them on your website to help build traffic.
- Look for ideas on content (plus layout and graphics) from a variety of resources.
- Focus on fitting and adapting ideas from others, not copying them.
- Reference, showcase and reprint key items and news stories from national.
- Consider creating a special issue that can be sent to nonmember audiences, such as:
 1. Nonmembers (including former members who have dropped).
 2. Retired members.
 3. Local media.
 4. National leaders and influencers in health care and related fields.
 5. Opinion leaders including local political leaders, libraries and universities.
 6. Administrators of health care facilities.
- Look before you launch — experiment, test prototypes and create pilot programs. Gather feedback. Then refine and improve.
- If you are making big changes in the format or frequency of the publication, let your key audiences know. This includes your leadership, readers and advertisers. Tell them about the benefits of the changes you're making and ask for their feedback.
- Grocery checkout line magazines often live and die on the power of their front pages to jump off the rack and into the hands of buyers. Whatever style you select for your cover or front page, the goal is to be visually interesting and entice readers.
- Involve readers with quick surveys. Provide instructions and then report the results.

Dos and Don'ts for Email Newsletters

As email volume grows dramatically, electronic newsletters must do more to stand out. Regarding format, weigh the blandness — yet universal ease of use — of plain text against the risk that color, graphics and design elements could come up as gibberish on systems that do not support HTML mail.

Tips

- When determining frequency, stay tuned to member feedback. For most people, daily is probably annoying unless you offer vital information.
- Avoid indents and long lines. This will cut down on awkward line breaks and will make the web page easier to read.

Social Media and Digital Outlets

Social media allows chapters to reach broader audiences. Through websites, blogs and social media, organizations and chapters are now able to control content themselves. They have the ability to deliver messages and content directly to their members, stakeholders and public. Different social media outlets can play roles in reaching different audiences. LinkedIn is a great resource for reaching stakeholders and finding an audience to include in your outreach.

Engaging with stakeholders on social media and tagging/sharing content with them is a great way to expand your audience beyond your email lists and social media followers. By tagging and sharing to other organizations' social media accounts, you will also reach their audiences.

DEVELOPING A CHAPTER WEBSITE

A complete manual could be written on chapter website development. For the purposes of this section, only the basics will be covered that you need to consider as a volunteer committee or board.

There are many valid reasons to develop a website for your chapter. Some chapters use their sites solely to publish chapter communications and post upcoming meeting information. Other chapters have embraced their website as a full-fledged membership service. Monetary resources and, more importantly, resources for maintaining the content on the website, usually dictate the degree of complexity.

Put Your Best Face Forward

Your website showcases your chapter. It may be the first place someone goes when they are seeking information on joining your organization. Make sure it's user-friendly to both members and nonmembers. Try to put yourself in the user's shoes and make it easy for someone to find the information they need.

Determine Site Development/Administration Responsibilities

Your first decision will be determining who will design and host your site.

- Does anyone in your chapter have an interest in website design?
- Is there a university or college nearby that teaches website design? Students may be looking for an opportunity to add to their design portfolio.
- Is there a local or nationally based web design (and sometimes hosting) service you might use?
- Find out how other chapters designed their site and where their site is hosted.

Make careful decisions in this area. If your website designer or expert leaves or moves, you may be in trouble. With a service provider, you may have more staying power.

Next, determine who will be responsible for updating your site. Can you update it yourself, or do you need to work with your web host or designer? It's highly recommended that your site be updated at least monthly.

Organize Your Site

Try to apply the “keep it simple, silly” or KISS principle. It's very easy to get carried away when determining what buttons to include on a home page. Begin by looking at what [other ASHE Chapters](#) and ASHE include on their home page. The chapter section of the ASHE website provides a link to chapter websites if the chapter has provided a link.

Next, make your list of major buttons and home page content. Try to narrow your buttons down to no more than seven or eight. Suggested buttons might include:

- About (Your Organization Name)
- Career Opportunities
- Chapter Meetings and Calendar
- Communications
- Membership Information
- Members Only
- Awards
- ASHE logo and link to the ASHE website with the words “A Chapter of the American Society for Health Care Engineering of the American Hospital Association.”
- Links

In addition, you may want to consider including more minor buttons or information (usually located at the top or bottom of the page), such as:

- Search
- Site Map

- Who to Contact
- Date of Last Update

Following are additional suggestions on content to include on each of these pages.

Suggested “About (Your Organization Name)” Contents

- Vision/Mission
- Subchapters, if any
- Board of Directors
- Committees
- Bylaws
- History
- Link to chapter’s social media, often in the footer
- Affiliation Status with ASHE (Platinum, Gold, Silver or Bronze Chapter of ASHE)

Suggested “Chapter Meetings and Calendar” Contents

- Calendar of Meetings
- Meeting Notices
- Meeting Minutes
- PDF of brochure or content related to a major conference
- Provide a link to the educational programs calendar on the ASHE website
- Suggested “Communications” Contents
- Letter from the President
- Newsletters
- Alerts
- Announcements

Suggested “Membership Information” Contents

- Who Should Join
- Membership Features and Benefits
- Membership Application
- Who to Contact for Membership Questions

Suggested “Members Only” Contents

- Membership Directory
- Bulletin Board
- Job opportunities in your local area or the latest posting of jobs included at ASHE’s [Career Center](#)

Suggested “Awards” Contents

- Awards nomination information and forms
- Announcements regarding award winners, including chapter award winners and ASHE members in your chapter who need to be recognized
- Link to the Certified Health Care Facility Manager website of the AHA Certification Center (a link to the center can be found on www.aha.org)

Suggested Links to Other Organizations

- Local authorities having jurisdiction
- State/local hospital association
- [The Joint Commission](#)
- [ASHRAE](#)
- [The National Safety Council](#)

Writing Tips for the Web

- Do not assume that what works in print will work equally well online. Posting a document on your website in a PDF format is acceptable. Do not, however, take documents such as brochures that were written and designed as print pieces and post them as is on your website.
- Web users expect brevity. This means online articles must be shorter than print copy. Avoid big words, long sentences and fluff. A rule of thumb is to keep web articles to half the length of printed pieces.
- Web users skim, click and move on. To help them, use lots of subheads and bulleted lists.
- Whenever possible, provide hyperlinks.
- While the web is different from print, copyright law is the same for both. For example, you cannot simply paste someone else’s text or graphics on your website without permission.
- Contact ASHE if you wish to post copyrighted ASHE material (non-marketing materials) on your website. In most cases there should be no objection, as long as ASHE is given full credit.

Logo Use and Social Media Policies

Chapters must follow ASHE’s logo use and social media policies as provided in the appendices. Chapters are encouraged to adopt similar policies to fit their individual needs but must ensure they do not conflict with the ASHE policies.

Budgeting Basics and Tips for a Website

Expenses

The cost of developing and maintaining your website will vary greatly depending on factors including design complexity, kind of content (e.g., bulletin boards require more programming than text-only content) and the amount of content to be maintained. Social media boards are digital screens that display social walls. You can collect and curate content from social channels into feeds and display that on digital screens as a social media bulletin board. A page that offers the user interactivity demands a greater amount of programming and will be more expensive. Photos and graphics also add costs.

Items that may need to be budgeted for include the following:

- Design
- Encryption (if you wish to conduct e-commerce using credit cards)
- Hosting
- Maintenance contract
- Special programming, if required
- Domain registration — Don't be overcharged. Many companies advertise low prices but then charge extra for critical add-ons. In many cases, these add-ons cost more than your initial name.

Income

Don't forget about the opportunity to generate income, either by offering sponsorship or online advertising space or by selling listings in an online directory of buyers. Be prepared, however, to deliver traffic to your site. Online advertisers and sponsors will want information on site traffic to justify their expense.

The way website advertising generally operates is that the advertiser will provide a small banner advertisement that you will then place. Advertisers will pay you either by click-through, impressions, sales, or some combination of the three. A click-through occurs when a visitor to your site clicks on the advertising banner and is taken to the advertiser's site.

Tips on Design and Graphics

- Try to keep any images under 40 kb, or your members may not be able to quickly download your website.
- Be consistent in the use of fonts for headlines and text. Don't use too many different fonts.
- Don't make a single page too long. Users won't want to scroll down too far. Make liberal use of links and subpages.

Launching Your Site

A soft launch of your website will allow you to test links and make sure all pages load correctly. At this point, the site will only be available for your eyes or the eyes of volunteers (e.g., the board or a dedicated committee) responsible for directing its development.

Once you are ready for the official launch, make sure your members anticipate it and promote traffic through email messages and social media posts with a link to the site. You will also want to include your URL on all your brochures, business cards, newsletters and program announcements.

Gathering Feedback

To keep your site from becoming stagnant and to increase traffic to your website, periodically gather feedback from your membership on its value, satisfaction and reliability.

Membership feedback can be accomplished in several ways, including through membership surveys, online surveys, and a feedback button on the home page of your website.

- It's also helpful to test drive the site with the following thoughts in mind:
- How easy is it to use, navigate and search?
- How simple is it to contact your organization with questions?
- Do you post your email address, phone and mailing address?
- Do you keep your website fresh and interesting?
- Does what's new on your site jump out to visitors?
- Is it interactive? In other words, do you ask for feedback, opinions, and sharing of ideas and information?
- Are pages easy to print?
- Do the hyperlinks work? They might have been fine the day you added them, but the web is dynamic and sites change and disappear every day.



CHAPTER 8

HOW TO PLAN AND DELIVER EFFECTIVE EDUCATIONAL PROGRAMS

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OVERVIEW

One of ASHE's major goals is to provide its members with opportunities for professional growth. A chapter continuing education program provides a vehicle for members to gain the knowledge, understanding and skills they need. At the same time, the program encourages members to participate in the chapter's activities and enhances ASHE's image as the organization of choice for individuals working in all aspects of health care facilities optimization.

An effective and coherent chapter educational program is based on an understanding of how adults learn, which is significantly different than the approaches used for children. Adults tend to be pragmatically oriented, wanting nuts-and-bolts information and materials that apply directly to them and their work setting. In addition, they like to be actively engaged in the learning process and often prefer to learn by doing rather than simply by observing or listening.

To measure the success of your educational program, keep three different aspects of the experience in mind throughout the planning process.

- **Program Objectives:** What do you intend to accomplish? How many members do you expect to reach? How extensive an educational program can you implement?
- **Financial Objectives:** How much money is the chapter willing to spend on educational programming? Do you expect to make money on the programs?
- **Qualitative Objectives:** How well will you be able to meet your members' needs and interests?

CREATING CONTENT VALUE

The first and most important element in an educational program is the needs of your members. You need to determine the subject matter — the specific information and skills your members want to acquire — before you can select the appropriate program format or speakers.

Why Content is Critical

There is a direct correlation between attendance at an educational program and the relevance of the subject matter. By focusing your programs on current and future problems or issues facing health care engineering and facility management, you can have a direct impact on how your members face these issues. It is critical, therefore, that you systematically assess your members' needs and interests.

Sometimes, however, members are not aware of issues that will affect their lives — new technology or techniques that would help them perform their jobs; impending regulations; social, economic or political developments; or general industry issues. As a chapter and professional leader, you may see a particular

issue as having an impact when many of your members may not. Under those circumstances, educational programming can create awareness about those issues that do not surface in a member needs assessment.

How to Determine Members' Needs and Wants

An educational programming committee is vital to ensuring broad member involvement in chapter activities. But this relatively small group may not be totally representative of the membership and may not have sufficient information to plan the types of programs that will appeal to a broad cross-section of your members. A systematic process for extracting member input to identify educational needs and desires will enable the committee to plan based on concrete information.

To be sure you have accurate data, use at least two methods to collect data on members' needs and desires. While you probably have heard a great deal about techniques such as focus groups, these require more time and expertise than chapter leaders generally have. The following methods are among those most useful and easiest to implement:

- Discussions with key individuals, leaders and experts in the field can provide information about and insight into problems or issues they face or anticipate facing.
- Questionnaires and surveys are useful ways to elicit information or confirm problems and issues that have already been identified.
- Written evaluations of previous programs, particularly when a place for comments and suggestions is included, provide valuable insight into members' reactions to both content and format.
- Articles that appear in ASHE publications or in professional journals also are excellent sources of problems or trends that face the profession.

In the process of collecting this data, it is important to differentiate between groups of your members. Professional position, degree of experience and academic background are all factors that affect the type of educational offering they will want.

TYPES OF PROGRAMS AND THEIR RELATIVE ADVANTAGES

The subject matter of a program will provide a framework for deciding the program format. You will also want to consider the difficulty of the subject matter and the appropriate size of the audience.

Program Format

The COVID-19 pandemic taught us that face-to-face or in-person program delivery is not the only method and often not the best method to accomplish the goals of your programs. Each of the following program types lend themselves to a) face-to-face/in-person delivery, b) digital delivery via Teams, Zoom, Webex or other digital platforms, or c) hybrid – including face-to-face, in-person delivery PLUS some degree of digital.

As the difficulty and expense of travel become more of a consideration for chapter members, the effective use of a digital platform gives you the ability to extend the reach of your education programs to a larger, more diverse audience.

One-Day Seminars and Workshops

The seminar or workshop is an ideal way to teach new skills or engage members in an in-depth learning experience. Because of their intense nature, these programs are most effective with small groups ranging in size from 10 to 50, depending on the subject matter or format. Their small size enables all the attendees to actively participate in the discussion process.

Seminars are specialized study sessions led by an authority on the subject who can assist and guide the learners and who provides them with detailed materials and texts. They tend to be more academic in nature, often focusing on theory. The format usually consists of a short lecture or presentation followed by discussion and/or Q&A in small groups that then report their results back to the larger group.

Workshops are generally a more hands-on learning experience and are especially useful when the desired outcome is enhancement of a skill. Both create an atmosphere of great involvement and team spirit.

Monthly Meetings

A less intense but equally effective approach to education can occur at monthly chapter meetings. Because these programs are generally fairly short, this format does not lend itself to an in-depth approach to a topic. However, regular educational programs for chapter members can be scheduled into these meetings to convey general information about a specific topic, or when the desired outcome is to change attitudes about a particular issue.

The frequency of monthly educational programs enables you to vary the topic, thereby appealing to a wider audience. The formats can range from lecture presentations to panel discussions. Finally, in these settings audience participation can be actively encouraged. The added advantage of a monthly meeting is the regularity of contact — a predetermined time when members can gather for networking and discussion. The networking that occurs is often as valuable as the formal educational offering.

Business Meetings

Business meetings that are purposeful and well run and accomplish the necessary business in a reasonable time are an important component of the smooth operation of a chapter. All too often, however, the only people who attend such meetings are the chapter officers. One way to increase attendance is to schedule an educational program in conjunction with the chapter business meeting and invite the membership. In addition to benefiting from the program, members will have greater exposure to the issues the chapter faces, and their participation in chapter activities may increase.

Many organizations find that combining business with meeting member needs to be so effective that they routinely schedule programs along with chapter business meetings. The caveat is that the business meeting needs to be efficient and effective, or people will attend only the program, or not at all.

Conferences

A conference often signifies a large meeting of several days' duration. In fact, conferences can range in size from 25 to more than 2,000 attendees, and can be as brief as a half day, or as long as three to four days. The term "conference" is usually reserved for an educational program that includes multiple elements, from technical papers and presentations to lectures and speeches, many of which occur simultaneously. A conference can accommodate larger audiences, and both the program content and format of presentations can be varied, thereby appealing to the widest possible audience.

Do Vendors and Education Mix?

One particularly effective teaching technique for adults is to create an experience where they are physically engaged in the learning process. Involving vendors in an educational program presents an excellent opportunity for such direct learning. In such settings, participants can experience firsthand demonstrations of equipment or a new product or have an opportunity to actually use a skill. However, the content should be focused on the product as it relates to patient care and sales pitches should be avoided.

HOW TO DEVELOP EDUCATIONAL PROGRAMS

Once you have determined the content and format of the educational experience, it is time to begin planning the program.

Sources for Program Ideas

The educational program committee has the task of developing specific programs that will address member needs and attract an audience. A creative brainstorming session is an excellent way to begin. [ASHE](#) is a good source of program ideas, as are other chapters that have carried out successful programs. Programs that worked before can be recycled, particularly if there is continued interest in the content. ASHE is also a resource for content and assist Chapters with meeting its member's educational needs through the ASHE [Hosted Programs](#). ASHE offers hosted education programming that brings ASHE's expert faculty members to your organization for training.

Creating a Balance Between Social and Educational Programs

In addition to professional development and keeping up with trends and information in health care engineering and facility management, ASHE members, like members of most associations, want to interact with people who have similar interests and concerns. Networking with other professionals is an educational experience, where people share problems they face and solutions they have found.

Therefore, it is critical to include opportunities for socializing in every educational experience. For many people, this is the primary reason they attend.

Where to Find Good Speakers

Finding a good speaker is often a challenge, but it doesn't need to be, especially if it becomes a part of your ongoing chapter-planning efforts. When you attend ASHE conferences and meetings, ask yourself whether your members would like to hear the speaker you just heard, or to learn more about that topic. ASHE maintains a faculty database that can be shared with chapters. Keep a running list of potential speakers and regularly ask colleagues for suggestions. And don't forget about local professionals. Your own membership may have a great deal of expertise that can be tapped.

If a chapter member receives an award or other recognition for innovative ideas, ask them to share that at a meeting.

While the content and socializing are important to an educational program, the speaker determines the quality of the experience. Among the criteria used in selecting speakers are their mastery of the subject, how effective they are in engaging their audience, the quality of their materials, and how well they present their ideas. Try to select speakers you or others have heard so that you can be sure their presentation style is appropriate for your members.

THE IMPORTANCE OF PROGRAM AFFORDABILITY

Know your potential audience for a particular program and assess whether a particular fee is fair and tolerable. Affordability is often an important consideration in the decision to attend a particular program, and you can often determine this as part of the needs assessment process. If you are positioning the offering for senior executives, a higher cost may be warranted than if it is geared toward general staff. You will probably want to charge a lower fee if participants will be paying for the program themselves.

Don't View Education as the Major Revenue Source

Most chapters do not consider their educational program as a major revenue source. Local educational programs are often considered a benefit of membership that is included in chapter dues and charging more than a nominal fee may have a negative effect on the chapter's ability to engage member interest. Of course, you must balance this with the funds available in the treasury.

Ways to Supplement with Other Revenue

There are a number of ways to supplement the costs of a particular program to keep the fee low. If you include a meal function, you can often charge enough to cover basic program costs. An excellent way to attract potential members, as well as add to the balance sheet, is to invite nonmembers and charge them a higher fee. Finally, you can seek underwriters who may have a particular interest in the content of the program.

MARKETING FOR GREATER PARTICIPATION

Marketing education programs is not a complex process. Thinking about marketing at the beginning of the planning stage will help you position your programs for success. You already began the process when you assessed your members' needs, a market analysis technique that gives you information about the educational offerings different segments of members want and how much they will pay for a program.

Develop a systematic plan for marketing the programs by determining the target audiences, the type of materials each audience will receive, and the timing of these efforts. Present your educational program as a coherent series of offerings that members will want to attend either individually or as a whole, and don't forget to promote your program via social media.

Who Should Know?

If you limit your marketing efforts about chapter educational programming to chapter members, you will miss the opportunity to promote your chapter and ASHE in the larger hospital engineering, facility management and health care communities. Publicity about ASHE's programs also increases your chapter's visibility and enhances the value of membership in the organization. So, ask yourself whom you want to influence and target your promotions accordingly. Be realistic about the potential audience of a particular program. However, don't narrow your promotions too much or you will limit the scope of potential attendees.

When Should They Know?

Even the best-conceived, designed and executed program can fail if you don't allow sufficient lead time in the promotion stage. It doesn't help to learn today that the perfect program to meet your most pressing need was offered yesterday. For attendance programs that require committing more than breakfast or lunch time, allow at least twice the lead time as you would for a regular chapter meeting. Four to six weeks minimum between receipt of the announcement and the event is not unrealistic. "Receipt" here is the operative word. Don't undermine your efforts by failing to allow enough time for the promotion to reach the potential audience.

How to Attract Interest

The likelihood of generating interest in educational programs is significantly increased if your materials demonstrate how participants will benefit from attending the program. Promotional materials should be attractive, with a catchy program title and a description that clearly explains what will be covered. In addition to publicizing programs in the chapter newsletter, send out invitations and press releases. Take out an ad if you have funds and it is an important program. Find a co-sponsor who will also publicize the program. Taken together, all of these efforts will pay off with increased attendance.

Importance of Selling Leadership on Value

It is especially important to target the C-suite as a special audience to receive promotional material about your programs. Even if they are unlikely to attend themselves, they have the authority to approve professional development opportunities for their staff, and they need to be convinced that the program will ultimately benefit the hospital or health care facility. Therefore, it is critical to include information explaining “What’s in it for them?” in your marketing materials.

OFFERING CONTINUING EDUCATION CREDITS

Continuing education credits (CECs) help your members document their professional development and lifelong learning activities. As defined by the International Association for Continuing Education and Training (IACET), one CEC is equal to 1.0 contact hours of instruction in a continuing education activity. Any activity shorter than one hour in duration is not eligible for CECs.

CECs are based on 60-minute hours. For example, 1.0 CEC is granted for every 60 minutes of instruction, not including breaks, registration times, introductory periods and evaluation times.

Events Eligible for CECs

As a benefit of being an ASHE chapter, chapter leaders can obtain CECs to help its members with maintaining their certifications. [How to Apply for CECs](#) is located on the chapter page of the ASHE website. Events that are eligible for CECs include workshops, seminars, conferences and audio programs one or more hours in duration.

Please allow five business days for approval of your request. Your chapter is responsible for keeping records of attendees and the number of CECs provided for each program.

Promoting CECs

Offering CECs encourages people to attend your programs to maintain a certification, such as the CHFM and CHC designations offered by the AHA Certification Center, as well as the Senior ASHE (SASHE) and the Fellow ASHE (FASHE) designations. CEC approval also adds credibility to your program and helps advance the fields of health care engineering and facility management.

Once ASHE has given your program CEC approval, you should state on your marketing brochure that: “Attendees will earn continuing education credits (CECs) approved by the American Society for Health Care Engineering of the American Hospital Association (AHA) and the AHA Certification Center. A maximum of (# of CECs) CECs can be earned by attending (chapter program’s name).”

If you have any additional questions, contact ASHE at (312) 422-3800 or via email at ashe@aha.org.



CHAPTER 9

INDUSTRY AND PUBLIC RELATIONS

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INDUSTRY AND PUBLIC RELATIONS

OVERVIEW

The broader the scope of your chapter's influence, the more effective it will be. Influence comes through understanding. You strengthen your chapter and enhance the value of membership by:

- Creating awareness of the issues of concern to your members.
- Taking a stand on legislation or regulations that will affect your members and their employers.
- Ensuring that the public in your community understands that effective health care engineering and facility management is related to reducing rising medical costs and improving the quality of patient care.
- For these reasons, public relations — outreach to identify non-legislative audiences of importance to your organization — and government relations/advocacy — outreach to public policy audiences — should be viewed in concert. They are two sides of the same coin and work best when they are done together.
- Social media must be a part of the strategic outreach for any organization.

PUBLIC OUTREACH

Advocacy is usually geared not to the general public or the general media, but to lawmakers and regulators, and it is usually focused on a specific set of issues. Advocacy is calling on your local or state legislator to voice your support of or opposition to an issue. The two disciplines overlap in that the effective use of public relations can raise awareness of your issues to the point that public opinion helps you win your advocacy efforts.

Defining Your Audience

Whether it's public relations or advocacy, the first and most important step is to identify the audience you want to reach. After all, since the real purpose of communications is to maintain or change the behavior of an individual or a group, you first have to figure out whose behavior needs to be modified. An audience is as an individual or group whose opinions have a significant impact on your organization and who you want to influence in some way.

Typical audiences for your chapter might include:

- Current members.
- Suppliers/vendors.
- Potential members.
- Hospital administrators and CEOs.
- Legislators (local, state, national).

- Regulators (local, state, national).
- Other professional organizations.
- General public.
- Opinion leaders (members of hospital boards, governing councils, public health agencies, etc.).
- Local media.

Once you've defined the audience, you need to establish priorities. You are unlikely to have sufficient resources to reach all audiences with the same amount of energy, so pick your key targets carefully. Once you've done that, examine where they stand on the issue in question and how you'd like them to think about it. The following chart might be a useful guide for determining this information.

Audience	Current Thinking/ Understanding of the Issue	What We'd Like Them to Think
Hospital administrators	Don't really appreciate the growing complexity of the role of facility management	Better understand the contribution we make to keeping down costs and why investment in basics will pay off in the long run
Health care media	Focused on health care reform but little coverage of the role of facility management in controlling costs	Include our perspective in articles to balance out negative coverage of high cost of physical plants and over-building nationally

This grid format can be adapted as needed, but the idea is to identify the audiences, then contrast the current and desired perspectives. By doing this, you've begun the important next step — crafting messages that address these concerns.

The key for reaching the public, prospective members, targets of advocacy and stakeholders is reaching them where they are. Chapters need to understand where their intended audience is and meet them there. Chapter Facebook and LinkedIn groups are a great way to communicate with your members and those you are connected with but likely not the right avenue to reach new audiences. Organizations need to understand the difference between grassroots and grasstops advocacy and the right channels to reach the audiences in each.

What Do We Want Them to Know?

Your message may be as simple as reminding members of an upcoming chapter meeting or as complex as creating understanding of facility management's contribution to health care delivery. Whichever the case, specificity is the key. Make sure you consider what your audience needs to know to decide, take

action or make a commitment. Remember that your overall objective is to create a positive response to your chapter and to have the audience value what you have to say.

Once you've decided on your message, don't be tempted to fall into traditional traps. Don't tell anyone — whether press or government official — something off the record. If you don't want your comments to come back to haunt you, presume everything you say could be on the front page of the local paper tomorrow. When in doubt, err on the side of discretion. You also need to be consistent in what you say, giving the same message each time, even if the words or the twist is different. For instance, don't tell the press you aren't interested in a piece of legislation and then lobby for its passage. Don't tell members something different than you tell the media. That doesn't mean you have to use the same words — you just have to send the same message.

How Much Can I Spend?

While public relations and advocacy efforts aren't paid advertising, they aren't free either. There are direct costs — for example, photos, printing, mailing, creative support if you are using graphics, and travel expenses. There are also indirect costs, for example, your volunteer time and the goodwill value of what you are undertaking. Your chapter will need to establish a budget for how much it makes sense to spend.

HOW TO GET YOUR MESSAGE ACROSS

You can choose from numerous approaches. When you are thinking about media, be creative. Media means more than newspapers, magazines and newsletters. It also includes radio and television but also social media and the organization's own outlets. There are also community groups, membership organizations, speaking and teaching opportunities, and much more. Remember, you are seeking exposure for your idea or position, so the more opportunities you must present your thoughts, the better. With digital media outlets, chapters need to be researching the right outlets to reach their intended audience.

Following are some techniques to consider.

Self-Publishing

Through websites, blogs and social media, organizations and chapters are now able to control content themselves. They have the ability to deliver messages and content directly to their members, stakeholders and public. [Different social media](#) outlets can play roles in [reaching different audiences](#). LinkedIn is a great resource for reaching industry stakeholders and finding an audience to include in your outreach.

Content Distribution

Email lists have become some of the most important assets for organizations and businesses in today's digital age. Chapters need to be intentional in building contact lists of different audiences they need to target from public relations and advocacy standpoints. Email lists are critical in delivering on self-published content and getting that content to the intended audiences.

If your chapter produces a newsletter that covers more than simply what is going on with chapter members, consider adding reporters, regulators and legislators to the mailing list — but only do this if you are sure the content will be viewed as meaningful.

Networking and Events

Chapters need to be engaging audiences in active networking through direct outreach and events. Providing substantive, value-add content through live events is a great way to get your message to your audiences. A combination of social activities with education content allows audiences to find a variety of value.

The Press Release

The basic staple of public relations, press releases are brief statements designed to position your chapter on an issue. Press releases are sent to a predetermined media list (not everyone on your list will get the same information every time — be aware of the value of segmenting how you distribute information). Make sure a copy of your release is also sent to the state senator or representative you want to influence (if appropriate). Your local press club will have a distribution rack for this kind of information, as will the state capital media office. Add both to your distribution list to maximize the distribution and exposure of your press release.

Press releases need to be simple, clear and to the point. Avoid the use of jargon, don't presume an extensive understanding of the technicalities of your field, and don't assume that just because you sent it, it will get printed. You'll increase the likelihood of press coverage if the message is tailored to the receiving publication's style. For instance, if the local paper doesn't carry meeting announcements, don't send an announcement of your meeting. You may, however, want to talk with the reporter who covers your area and invite him to attend the next session to hear a particularly dynamic speaker.

Letters to the Editor

Pay close attention to editorials that run on issues of interest to your chapter, and don't hesitate to draft a response — either in support of an editorial or pointing out why you disagree. In rebuttals, taking care to be objective, non-threatening and rational will increase the likelihood it will be published.

Personal Contact and Visits

A visit is a great way to tell your story, whether to the regulator who is devising new codes and standards or to the reporter who covers health care. However, never show up unannounced. While getting an appointment may be tough, it is easier than restoring your credibility if you come unannounced and uninvited.

Get to know the people whose actions affect your industry. If Senator Smith knows who you are, you are more likely to secure an appointment and he is more likely to listen carefully to what you have to say when you get there. You can establish rapport through correspondence and phone calls and by developing a reputation as a source of valuable, unbiased information.

Testimony

The next best way to tell your story is through formal testimony that gets read into the official state record. These invitations are often hard to come by, but many bodies that develop codes and regulations announce hearings and invite people to present differing opinions for consideration. You'll increase your chances of being asked back if you are objective and articulate in your response. Take advantage of this to issue a release on your position, along with a copy of your official statement. Let your members and other key audiences know you've contributed to the process.

Coalitions

You can double or triple your impact by teaming up with other organizations that share your views on an issue. Coalitions are a great opportunity to strengthen your position and represent an even larger constituency. Don't hesitate to tell the media you are part of a coalition and use the synergy of the group to strengthen the position of all participants.

IDEAS FOR GENERATING NEWS — CREATING OPPORTUNITIES

There are lots of ways to tell your story. Here are just a few to get you thinking:

- Share your publications with the media and send clips from ASHE material to your local contacts along with your observations and thoughts.
- Issue releases on newsworthy stories appearing in your publications, on your website and on social media.
- Build programs around awards, appointments and scholarships — both to strengthen the chapter and for the exposure it yields.
- Create releases for members who attend educational or meeting activities.
- Issue personalized releases for members who receive certification or other special professional recognition.
- Use your annual meeting or trade show to generate publicity.
- Use your ongoing educational program or seminars to generate local/regional coverage, depending on the topics.

- Develop regional experts who can talk with the press as national stories develop — people who can provide a local angle and who are on call.
- Get your media accustomed to relying on you for input.
- Create special research activities to support your concerns.
- Arrange local interviews for ASHE spokespersons who are speaking at a chapter meeting, or who are in town on other ASHE business.

Ways Public Relations Contributes to the Bottom Line

STRATEGY	TACTICS	OUTCOMES
Awareness and information	Publicity, promotion, audience targeting	Pave the way for sales, fundraising, stock offers, etc.
Organizational motivation	Internal relations and communication; OD interventions	Build morale, teamwork, productivity, corporate culture; work toward one clear voice outreach
Issue anticipation	Research; liaison with all publics	Early warning of issues, social-political change, constituency unrest
Opportunity identification	Interaction with internal and external audiences	Discover new markets, services, products, methods, allies, positive issues
Crisis management	Respond to OR blanket issues, disasters, attacks; build coalitions	Protect position, retain allies and constituents, keep normal operations going despite battles
Overcoming executive isolation	Counseling senior managers about what's really happening; research	Realistic, competitive enlightened decisions; knowledge of the human climate
Change management	Organizational development, organizational work-life balance, corporate culture, similar techniques; research	Ease resistance to change, promote smooth transition, reassure affected constituencies

Social responsibility	Social accountancy, research, mount public interest projects and tie-ins, volunteerism, strategic philanthropy	Create reputation, enhance economic success through “double bottom line,” earn trust, attract like-minded supporters and customers
Public policy activities	Constituency relations; coalition building, lobbying, grassroots campaigns	Public consent to activities, products, policies; removal of political barriers

NEXT GENERATION

Organizations and chapters must keep their focus on the next generation for the growth and sustainability of both the organizations itself as well as the industry. Here are key reasons why engaging students and young professionals is critical:

Industry

- Exposing students and young professionals to career opportunities.
- Bridging the gap between education and career.
- Create networking opportunities.
- Building career succession planning to secure the industry’s next leaders.
- Leadership development opportunities.
- Training and certifications to enhance the integrity and professionalism of the industry.

Organization/Chapters

- New members and growth of organization.
- New ideas brought into the organization.
- Multi-generational involvement in the organization.
- Leadership succession planning.
- Reaching the next generation.

It is essential that chapters are utilizing strategies and outlets that allow them to meet the next generation where they are!

Social Media

Facebook is no longer widely used. From a professional standpoint, the younger generation is on LinkedIn. Reaching out to young professionals through searches targeting titles, related organizations and employers. LinkedIn advanced search is a great way to target professionals in your industry.

Schools/Colleges

There is no better place to reach the next generation than where they are learning the skills to become a part of your industry. Trade schools, community colleges and four-year universities are great ways to reach students at the very beginning. Through content, mentoring programs and student memberships, chapters can help foster the next generations of professionals in the industry as well as increase membership.

Working with the Next Generation

Chapters can work on targeting the first group of next generation members and work with them to develop strategies and tactics to recruit more young professionals.

Next Generation Considerations

Although choosing to target the next generation is a must for any organization, it is important that the organization consider many factors when doing so. If the organization continues to operate with an eye towards their current membership and generation, the organization will not be providing the needed value to engage and retain the next generation. Here are key components that chapters must keep in mind:

- Marketing and outreach channels.
- Content and events geared toward students and young professionals.
- Benefits and affinity programs that will resonate with a younger audience.



CHAPTER 10

EFFECTIVE ADVOCACY PROGRAMS

Chapter 10

EFFECTIVE ADVOCACY PROGRAMS

OVERVIEW

“The code says I have to do what?” “Do you know how much that is going to cost?” “Who writes these things?” “Do they have any idea how things work in the ‘real world?’”

Do these scenarios sound familiar? You may have had these or similar thoughts when faced with complex code compliance and shrinking compliance budgets. Codes, standards and guidelines provide a valued and needed service to ensure safe and effective design, construction and practice. Unfortunately, some of these codes go too far in addressing a problem and become problems themselves, particularly if outside interests see an opportunity to influence and exploit a code for economic gain.

Who Protects Your Interests?

Many ASHE members serve on national committees to provide expert opinions on proposed code revisions and proposed new codes that affect the daily functioning of health care facilities. This ongoing representation is critical to ensure that codes are based on scientific principles and empirical data, rather than on anecdotes and lobbying by special interest groups seeking competitive advantages that add little or no safety value.

Through the process of advocacy, ASHE members have caused obsolete standards to be repealed and performance-based standards (based on actual safety outcomes) to be adopted.

However, ASHE’s advocacy efforts are not about saving money at the cost of safety. It is about intelligent interpretation of existing codes to ensure the most cost-efficient means and methods to provide a safe and healing environment, allowing for cost-effective safety management. Advocacy also extends to analyzing and influencing code revisions and the adoption of new codes.

ASHE NATIONAL ADVOCACY PROGRAM

ASHE is an effective force for change because it provides a unified voice for more than 12,000 members nationwide — a formidable force to be reckoned with. But accurately representing you, the person who must work with these codes daily, is the key to meaningful change. This change starts on the grassroots level. When you share your concerns about existing national codes, review proposed changes and offer comments, ASHE can better keep you informed of changes and accurately reflect your views and opinions to enact meaningful regulatory relief and real change.

GRASSROOTS ADVOCACY

ASHE has established a **grassroots advocacy program** through chapters to keep members current on proposed new regulations and codes revisions and solicit their valuable feedback on needed changes.

When you stay up to date on codes that are of most interest to you, ASHE can voice your comments and proposed changes in a coordinated and effective effort.

The key to staying current on the issues is strong two-way communication between grassroots advocates in the field and the ASHE Advocacy team. The key to effective communication is selecting an [advocacy liaison](#) for your chapter. The advocacy liaison is the point person for identifying local issues and acting as a conduit for two-way communication with the Advocacy team. These liaisons bring organization to the seemingly chaotic process of code creation, revision and enforcement.

ADVOCACY RESTRICTIONS FOR NONPROFITS

Nonprofits have different restrictions on lobbying and advocacy activities depending on the organization's tax-exempt status. It is important that chapters know their tax-exempt classification and how that affects their ability to engage in advocacy. The IRS allows 501(c)(6) organizations to engage in unlimited activities of influencing in lobbying or attempting to influence legislation or regulations. However, 501(c)(3) organizations cannot have a substantial number of activities directed to such efforts.

CHAPTER ADVOCACY LIAISON

Purpose

The advocacy liaisons are representatives from each chapter that serve as a direct communications link between ASHE and the local chapters as a conduit to provide information from the chapters back to ASHE and to distribute to the chapters information from the ASHE Advocacy staff.

Advocacy Liaison Job Description

Advocacy liaisons play an important leadership role for their chapters and for the industry. Participation improves health care regulation and helps strengthen the reputation of facilities professionals by demonstrating strategic, operational and business value.

The mission of the Advocacy team is to monitor, develop, update, improve and explain codes and standards that regulate hospitals and other health care facilities. Its goal is to create unified, up-to-date codes based on science and data that are clear and do not conflict. ASHE relies on the relationship with advocacy leaders and chapter advocacy liaisons to collect information and to support communication that will allow the Advocacy team to collaborate on important regulatory issues at the national and local level.

Responsibilities of ASHE to the chapters:

- ASHE will keep chapter advocacy liaisons up to date about national advocacy efforts and issues affecting health care facilities via quarterly webinars and quarterly emails and other tools and resources.
- ASHE will use information collected from the chapter liaisons to help build the case for uniformly applied and interpreted codes, which could save health care billions of dollars.

Responsibilities for the chapter advocacy liaison position include:

- “Spreading the word” on what advocacy is and why it is important.
- Provide an advocacy update presentation at chapter events.
- Communicating issues to your chapter via newsletters and websites.
- Inform ASHE of regulatory issues affecting chapter members.
- Review *HFM* magazine and My ASHE to communicate relevant issues to chapter members. (ASHE to provide notification to liaisons when *HFM* is released).
- Poll/survey members to get important facility data that helps the Advocacy Team improve codes and standards.
- Encourage chapter members to provide feedback on local/state agencies, accreditation organizations and state licensure agency’s misinterpretations of code and burdensome regulations.
- When needed, work with local leaders such as state hospital associations, city councils, state legislators, U.S. congressmen.
- Coordinate advocacy related letter writing campaigns and surveys.
- Attend a minimum of three out of the four quarterly ASHE Advocacy webinars.
- Attend “Just Ask ASHE” webinars.



APPENDICES

Chapter 11 APPENDICES

APPENDIX 1 – ASHE CONFLICT OF INTEREST POLICY OR TEMPLATE

ASHE Conflict of Interest

Conflicts of Interest

ASHE manages conflicts of interest to help ensure members' trust in our leaders. Conflicts of interest can be defined as the opposition between your private interests and your official responsibilities as an Advisory Board member. Even the appearance of a conflict of interest could lessen members' trust in the organization and its leaders.

ASHE requires all Advisory Board members to disclose all potential conflicts so that we are aware of and can manage them as needed. In many cases, potential conflicts may not require any action other than disclosure. In some instances, you may be asked to recuse yourself from a discussion or take other action. For example, if you have a business interest in a company that advertises heavily with ASHE's *HFM* magazine, you may need to recuse yourself from a discussion on *HFM*.

It is important to remember that conflicts of interest do not typically inhibit your ability to participate as an Advisory Board member. The key is transparency, communication and management of the conflicts. There are many types of potential conflicts. Examples include:

- ✓ **Financial:** Financial interests by you or your immediate family members in any corporation or organization having a significant competitive or collaborative relationship with ASHE or the AHA. One example of this is the *HFM* example listed above. Another would be an Advisory Board member with a spouse who is employed by a PDC Summit exhibitor.
- ✓ **Endorsement:** Working on the development of or contributing to a program or service for another organization that may or may not be in direct competition with ASHE. An example of this type of conflict would be an Advisory Board member serving on a National Fire Protection Association (NFPA) focus group to give feedback on a new certification. Because the Advisory Board member is seen as a representative of ASHE, their contribution to the other organization's product could be seen as an endorsement.
- ✓ **Advocacy:** Serving on a code development committee or task force that deals with health care physical environment regulations or advocating publicly against ASHE/AHA policy. An example might be serving in a policymaking capacity and voting against a provision ASHE supports.
- ✓ **Direct competition:** Working with another organization on the development or directing the development of products or services related to the health care physical environment. Example: working with another organization to create a CHC education program.

To help identify your own conflicts of interest, please consider the types above. Think through any other roles outside your own organization that might conflict with your duties as an Advisory Board member and disclose them.

APPENDIX 2 – SAMPLE BUDGET

ANNUAL BUDGET

REVENUE

Membership Dues _____
Donations _____
Programming Revenue _____
Affinity Programs _____
Interest _____

EXPENSES

Staff _____
Payroll _____
Benefits _____
Payroll taxes _____
Staff Total _____

Facilities _____
Rent/mortgage _____
Utilities (electricity, water) _____
Maintenance _____
Facilities Total _____

Program _____
Equipment _____
Supplies _____
Materials _____
Consultants _____
Program Total _____

Administrative _____
Office supplies _____
Software _____
Technology (website, network, etc.) _____
Printing/postage _____
Fundraising expenses _____
Phone/internet _____
Marketing expenses (graphic design, advertising) _____

Professional development (training and conferences) _____
Memberships, affiliations (dues & subscriptions) _____
Travel/mileage/parking _____
Insurance _____
Licenses & permits (charitable registration fee) _____
Miscellaneous (bank fees, etc.) _____
Volunteer appreciation _____
Administrative Total _____

APPENDIX 3 – SAMPLE MINUTES

MINUTES

Date / time Meeting called to order by Name

- In Attendance

List attendees and establish quorum

- Approval of Minutes

The minutes were read from the August meeting and approved.

- Governance

Discuss any governance matters. Record any votes and approvals

- Financial Report

Discuss budget and other financial matters. Record any votes and approvals.

- Committee Reports

Committee reports

- Membership
- Recruitment
- Programming

- Old Business

Discuss any old business that is unresolved. Record any votes and approvals

- New Business

Discuss any new business. Record any votes and approvals

- Announcements

Enter Announcements

- Next Meeting

Date / time, Location

Motion to adjourn was made at 9:00 p.m. and was passed unanimously.

APPENDIX 4 – SAMPLE BYLAWS

XXXXXXX (NAME OF ORGANIZATION)

BYLAWS

▪ ARTICLE I: NAME AND INCORPORATION

Corporate Name- The name of the corporation, as incorporated and existing under and by virtue of the XXXXX General Not For Profit Corporations Act, as from time to time amended (hereinafter referred to as the “Act”), shall be “XXXXXXXXXXXX” (hereinafter referred to as the “Corporation”).

Principal Office- The Corporation shall have and continuously maintain a principal office at such location in the State of XXXXX as the Board of Directors of the Corporation (hereinafter called the “Board of Directors” or “Board”) shall determine from time to time. The Corporation may have such other offices, in the State of Illinois or elsewhere, as the Board of Directors shall determine from time to time.

Registered Office and Agent- The Corporation shall have and continuously maintain a registered office and agent in the State XXXXX in accordance with the requirements of the Act. The registered office may, but need not, be identical with the principal office of the Corporation.

Books and Records- The books and records of the Corporation shall be kept at its principal office or at such other place or places as the Board of Directors shall determine from time to time.

▪ ARTICLE II: OBJECTIVE

The objectives of the Corporation are:

- To encourage and assist the membership in the development of their professional knowledge and competence in the field of health care engineering through pertinent educational seminars, conferences and association.
- To provide a medium for the exchange of personal experience as well as the distribution of relevant reference documents and codes relative to the facilities management field.

▪ ARTICLE III: MEMBERSHIP

SECTION 1—CLASSES OF MEMBERSHIP

The Corporation shall have four classes of members. The designations, qualifications and rights of the classes of members (hereinafter referred to as “members” or “member”) shall be as follows:

▪ **FULL MEMBER:**

This level of membership in the Corporation shall be available to (i) individuals who are actively serving in facilities and/or engineering management capacity at a health care facility (ii) their assistants, staff personnel in other facilities management related fields. Full Members shall be eligible to vote and to hold office. Individuals having served as President of the Corporation may maintain Full Membership without paying the appropriate dues and without regard to their employment situation.

▪ **PROFESSIONAL AFFILIATE MEMBER:**

Individuals eligible for Professional Affiliate Membership in the Corporation are those who provide professional, technical and consulting services, or provide products or services to health care facilities. Professional Affiliate Members shall have full participation privileges as a Full Member, including the right of voting and holding office. At no time shall there be a majority of Professional Affiliates on the board. Affiliate membership shall be capped to two members per company; any deviation of this must be approved unanimously by the board.

Affiliate membership shall not exceed 50% of the overall membership. An annual membership audit will be conducted in March by the membership committee to ascertain compliance, and a report will be sent to the board for review.

All affiliate members must be members of ASHE within one year of their membership. All affiliate candidates must submit an affiliate member application that meets approval by 80% of the membership committee. Affiliate members must be sponsored by at least two full professional members in order to submit a membership application.

Annual dues for professional affiliates will be \$250.00 per person.

▪ **STUDENT MEMBER:**

Individuals eligible for Student Membership shall be those pursuing a post-secondary degree in an accredited organization consistent with facilities management, or any other discipline represented by the Corporation. Student Members shall have full participation privileges as a regular member except for the right of voting or holding office.

▪ **SPECIAL MEMBER:**

Special considerations will be given to exceptional cases for membership by the Membership Committee, who will submit their recommendations to the Board for a vote. A two-thirds majority of the Board members present at the time of the vote will be necessary to affirm the exception.

Members who change positions that may impact membership status shall complete the term of membership specified, and if appointed to the board or committee position shall complete the terms originally designated.

SECTION 2—APPLICATION

All persons applying for any level of membership will be required to submit the following:

- a. Fully executed application
- b. Appropriate payment

New membership applications shall be submitted to the Membership Committee for approval. The Board shall be the final arbiter as to the level that any member belongs to, and, if appropriate, may override the level indicated on an application.

SECTION 3—TERMINATION

Any member may be terminated upon the recommendation of a majority of the Board of Directors. Termination may be initiated for the following reasons:

- a. Conduct considered contrary to the objectives of the Corporation and the profession
- b. Failure to pay dues after sufficient notices from the Treasurer

SECTION 4—RESIGNATION

Any member may resign from the Corporation by submitting a written notice to the Secretary/Acting Secretary. Dues paid will be forfeit upon resignation.

SECTION 5—REINSTATEMENT

Any member whose membership is terminated may reapply for membership after a period of no less than twelve months. Any member who has resigned may reapply at any time.

▪ **ARTICLE IV: PARTNERSHIP**

The Corporation is intended to be a chapter of the American Society for Health Care Engineering of the American Hospital Association. The Board shall be responsible for insuring that the Corporation continues to fulfill the requirements under the signed agreement to be a Chapter of ASHE.

▪ **ARTICLE V: MEETINGS**

Annual Meeting- There shall be an Annual Meeting of the Members held each year, as scheduled by the Board of Directors. The agenda of the Annual Meeting shall be established by the Board and may consist of: (a) an educational program and discussion of matters of general and

technical interest in the field of health care engineering; (b) officer's reports; (c) old business; (d) new business.

Special Meetings- *Special meetings may be called by the President with the approval of a majority of the Board of Directors or upon written petition to the President by ten (10) members. Notice of any special meeting of the Members shall be mailed or emailed at least twenty (20) days previously thereto by written notice to each Member at his or her address as it appears in the records of the Corporation. If mailed, such notice shall be deemed delivered when deposited in the United States mail in a sealed envelope so addressed, with postage thereon prepaid. Notice of any special meeting of the Members or of any regular meeting (if notice thereof is required by law or these Bylaws to be given) may be waived in writing signed by the person or persons entitled to the notice either before or after the time of the meeting. The attendance of a Member at any meeting shall constitute a waiver of notice of such meeting except where a Member attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Members need be specified in the notice or waiver of notice of such meeting, unless specifically required by law or these Bylaws.*

Quorums- *Fifteen percent of the members in good standing of the Corporation, or if there is only one such member in good standing, then that Member, shall constitute a quorum for the transaction of business at any meeting of the Members, provided that if less than such a majority is present at said meeting, a majority of the Members present may adjourn the meeting to another time without further notice.*

Manner of Acting- *The act of a majority of the Members present at a meeting at which a quorum is present, or if there is only one member as provided above, then the act of that member, shall be the act of the members, unless the act of a greater number is required by law or these Bylaws.*

Officers of the Meetings- *At meetings of the Members, the President, if present, otherwise a person chosen by a majority vote of the Members present at the meeting shall act as chairman of the meeting. The Secretary/Acting Secretary, if present, otherwise a person appointed by the chairman of the meeting, shall be named "acting secretary" of the meeting. The chairman of the meeting shall have the right to decide, without appeal, the order of business for such meeting and all procedural matters, including the right to limit discussion as being unreasonably cumulative or prolonged.*

Presumption of Assent- *A Member who is present at a meeting of the Members at which action on any matter is taken shall be conclusively presumed to have assented to the action taken unless his or her dissent shall be entered in the minutes of the meeting. Such right to dissent shall not apply to a Member who voted in favor of such action.*

Mode of Meetings- *Members may participate in a meeting of the Members by means of conference telephone or similar communications equipment by means of which all persons*

participating in the meeting can hear each other and such participation in a meeting shall constitute presence in person at such meeting.

Seminar(s)- The Corporation shall conduct a minimum of one seminar each year, unless otherwise directed by the Board.

Numbers of Meetings- Meetings are to be held at least four times per calendar year, inclusive of the annual meeting, unless otherwise directed by the Board. The meeting place and dates of the meeting will be selected by the Board of Directors. Notification of these meetings will be sent out to the membership at least 30 days before the meeting day.

Rules of Order- “Robert’s Rules of Order” shall be the parliamentary authority of this Corporation, subject to special rules which have been or will be adopted.

▪ **ARTICLE VI: OFFICERS AND DIRECTORS**

Every Full Member and Professional Affiliate Member shall be eligible to hold positions on the Board.

SECTION 1—BOARD OF DIRECTORS

General Powers- The property, business and affairs of the Corporation shall be governed by the Board of Directors which shall have exclusive responsibility for the determination and implementation of policy for the Corporation.

Selection, Number, Tenure and Qualifications- The initial Board of Directors of the Corporation shall consist of eight directors, as provided in the Articles of Incorporation. The Board may from time to time be increased or decreased (but to no fewer than eight), as elected by the Members, or if none, by the Board of Directors of the Corporation. Each Director shall hold office until the next annual election of directors and until his or her successor shall have been elected and qualified. Directors need not be residents of Illinois.

The Board of Directors of shall consist of the following positions each of which shall be elected by the Members, as provided below:

- a. Immediate Past President- *Executive member*
- b. President- *Executive member*
- c. President-Elect- *Executive member*
- d. Secretary/Acting Secretary- *Executive member*
- e. Treasurer- *Executive member*
- f. Professional Affiliate Liaison- *Executive member*
- g. Legacy Chair, *Executive member*
- h. Chair of Membership Standing Committee
- i. Chair of Advocacy Standing Committee
- j. Chair of Programs

- k. Chair of Networking
- l. Chair of Communications
- m. Others as approved by Board

SECTION 2—TERM OF OFFICE

All positions will serve a term of two years. The President, President-Elect, Immediate Past President, Chair of Legacy, Chair of Membership Committee, Chair of Networking, and Advocacy Chair will be elected on the even year. The Treasurer, Secretary, Professional Affiliate Liaison, Chair of Communications, and the Chair of Programs will be elected on the odd year. Consecutive terms may be held by all officers except the President and President-Elect.

SECTION 3—VACANCIES

If any vacancies occur on the Board of Directors, the Board may appoint a person to fill the vacancy for the duration of the term of office.

SECTION 4—ELECTION PROCEDURE

The Board of Directors will recommend candidates for the position of President-Elect, Secretary/Acting Secretary, Treasurer and Chair of Membership Standing Committee, Chair of Advocacy Committee, Chair of Communications, Chair of Networking and Chair of Programs from among the active membership of the Corporation. All nominees must give their consent prior to the election. Write in candidates will be accepted only if they are active members in good standing.

SECTION 5—DUTIES OF THE OFFICERS

The following is a list of officers and their specific duties:

The Immediate Past President- will facilitate all board meetings.

The President- will conduct all regular non-Board business meetings and work with the Board of Directors on pursuing the activities of the Corporation. They will also be responsible for setting the direction of the Corporation and coordinating all the activities of the Corporation.

The President-Elect- shall be responsible for the coordination of the educational seminars with the Chair of Programs. In the absence of the President, he/she will assume all the duties of the President.

The Secretary/Acting Secretary- will keep the minutes of all meetings and record all decisions made. The Secretary/Acting Secretary will send notices concerning meetings, conferences, seminars, and all other pertinent events to the membership and the Secretary/Acting Secretary will also include minutes of the previous meeting. The Secretary/Acting Secretary will assist with all correspondence concerning the Corporation. The Treasurer- will collect the dues; pay all bills as appropriate to maintain the corporation.

Major expenses require approval by the Board of Directors. The Treasurer will also give financial reports at all regular meetings.

Professional Affiliate Liaison- will provide service, support and feedback to the professional members of the society and take the lead on the marketing and sales side of the society to maintain growth.

Legacy Chair- utilized as a resource to board members and provides mentoring, history, continuity and other related activities that is consistent with the Bylaws and Mission of the society. The Chair of Membership Standing Committee, Chair of Advocacy Standing Committee, Chair of Communications, Chair of Networking, and Chair of Programs will oversee appropriate duties, with reports of activities at each Board of Directors meeting, as requested by the Board. The Chairperson of each Standing Committee will select their own committee members from the active membership of the Corporation.

It is the responsibility of the Board of Directors to have at least two board meetings each year. The Board of Directors will be responsible for auditing the financial records of the Corporation for the prior fiscal year (as hereinafter defined) on or before the first Board of Directors meeting of the following year.

Control by Board of Directors- The powers and duties of officers and board members of the Corporation as prescribed by this Article or elsewhere in these Bylaws are subject to alteration or suspension by the Board, in specific instances or for specific purposes, as set forth in a resolution of the Board effecting such alteration or suspension.

Bonds- The Board of Directors may require persons serving as officers, agents or employees of the Corporation to give bond to the Corporation, in such form and amount and with such surety as the Board may determine, conditioned upon the faithful performance of their duties and upon the restoration to the Corporation when their service terminates of all books, records, money and other things in their possession or control belonging to the Corporation. The cost of procuring such bonds shall be borne by the Corporation.

Employment Contracts- Every employment for personal services to be rendered to the Corporation shall be at the pleasure of the Corporation unless the employment is for a specified term pursuant to a written contract authorized or ratified by the Board of Directors.

SECTION 6—REIMBURSEMENTS / EXPENDITURES

In recognition of the extra time, effort and expenses incurred by the members of the Board, Board Members may be compensated (as appropriate) in the following ways:

- 1. Reduced membership rates as determined by Board and in accordance with State laws.*
- 2. Reimbursement of expenses incurred while fulfilling responsibilities of position, up to a maximum of \$500, without prior board approval.*
- 3. Any expenditures over \$500 require board approval.*

4. Payment for Conference fees required to attend to meet fulfillment of duties, as determined by the board.

▪ **ARTICLE VII: STEERING AND SPECIAL COMMITTEES**

The President will appoint Chairpersons to various Steering Committees as appropriate. This will include a Steering Committee for Social Activities. The Chairperson of each Steering Committee will select their committee members from the active membership of the Corporation. The activities of such committees shall be conducted in accordance with this Article and other applicable portions of the bylaws.

Special Committees- The Board of Directors from time to time may establish by resolution special committees of the Corporation. Except as otherwise provided in these Bylaws, special committees shall have such designations and functions as shall be set forth by resolution of the Board. All committees appointed pursuant to this Section shall have advisory and administrative functions only. No committee appointed pursuant to this Section shall have or exercise any of the powers of the Board. All committees appointed pursuant to this Section shall report to and be subject to the direction and control of the Board and shall provide regularly to the Board written summaries of all committee meetings, deliberations and proposed actions.

Tenure- Members of committees appointed pursuant to this Article shall serve for one year, and until their successors have been appointed and qualified, unless prior thereto the committee is dissolved by the Board of Directors or a member's service is sooner terminated by death, resignation, inability or unwillingness to serve or removal by the Board. Vacancies on any committee shall be filled by the Board for the unexpired portion of the term.

Meetings- The Board of Directors shall designate one of the members of each special committee as its chairman. For all committees, the chairman shall preside at meetings of the committee. In the absence of the chairman, the committee members present shall appoint one of their number as a temporary chairman. Notice of the time and place of all meetings of committees shall be given to its members at least two days in advance of the meeting, but such notice may be waived in writing or by attendance at the meeting.

Quorum- A majority of the voting members of a committee appointed pursuant to this Article shall constitute a quorum. If a quorum is not present at a meeting, a majority of the members present may adjourn the meeting from time to time without further notice.

Manner of Acting- The act of a majority of the members of a committee appointed pursuant to this Article present at a meeting at which a quorum exists shall be the act of the committee. Any action which may be taken at a meeting of a committee may be taken without a meeting if consent in writing setting forth such action shall be signed by all the members of the committee.

▪ **ARTICLE VIII: DUES**

Each calendar year, members of the Corporation shall be assessed an amount voted upon by the membership at the Annual Meeting. However, past presidents and current board members will have annual dues waived. In order to maintain the solvency of the Corporation, members may vote to assess themselves additional fees. Annual dues not paid by March 1st will necessitate members be dropped from the rolls as members of this Corporation. Delinquent members may be reinstated subject to the following conditions:

- a. Payment of delinquent dues
- b. Reapplication for membership with payment
- c. Approval of the Board of Directors

The Administrator is responsible for sending invoices for dues in November. Dues are to be paid by the 15th day in January for the full calendar year. No refund will be made on dues if a person resigns or is terminated by the Board of Directors. No person may assume membership in the Corporation before paying the dues for the calendar year. Copies of invoicing correspondence should be sent to the Treasurer and Membership Chair.

▪ **ARTICLE IX: VOTING**

It is the responsibility of the Secretary/Acting Secretary of the Corporation to mail or email to each voting member a ballot consisting of each office and the names submitted in nomination for that office. This ballot must be mailed or emailed by November 15th. Ballots should be returned by the end of December. Results of the voting will be given to the President who will announce the outcome at the January business meeting. All new officers will assume office after the first meeting in January.

▪ **ARTICLE X: INDEMNIFICATION**

Indemnification of Directors, Officers and Agents- The Corporation shall, to the fullest extent to which it is empowered to do so by the Act or any other applicable laws as may from time to time be in effect, indemnify any person who was or is a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, by reason of the fact that he or she is or was a director, officer, or agent of the Corporation, or that he or she is or was serving at the request of the Corporation as a Member, Director, Officer, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against all judgments, fines, reasonable expenses (including attorneys' fees), and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit, or proceeding.

Contract with the Corporation- The provisions of this Article shall be deemed to be a contract between the Corporation and each director or officer who serves in any capacity at any time while this Article is in effect, and any repeal or modification of this Article shall not affect any

rights or obligations hereunder with respect to any state of facts then or theretofore existing or any action, suit, or proceeding theretofore or thereafter brought or threatened based in whole or in part upon any such state of facts.

Payment of Expenses in Advance- Expenses incurred in defending a civil or criminal action, suit, or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit, or proceeding, as authorized by the Board of Directors in the specific case, upon receipt of an undertaking by or on behalf of the director, officer, or agent to repay such amount, unless it shall ultimately be determined that such Member, director, officer, or agent is entitled to be indemnified by the Corporation as authorized by this Article.

Insurance Against Liability- The Corporation may purchase and maintain insurance on behalf of any person who is or was a director, officer, or agent of the Corporation, or who is or was serving at the request of the Corporation as a director, officer, or agent of another corporation, partnership, joint venture, trust, or other enterprise, against any liability asserted against such person and incurred by such person in any such capacity, or arising out of such person's status as such, whether or not the corporation would have the power to indemnify such person against such liability under the provisions of these Bylaws.

Other Rights of Indemnification- The indemnification provided or permitted by this Article shall not be deemed exclusive of any other rights to which those indemnified may be entitled by law or otherwise, and shall continue as to a person who has ceased to be a director, officer, or agent and shall inure to the benefit of the heirs, executors, and administrators of such person.

▪ **ARTICLE XI: FEDERAL TAX PROVISIONS**

Purpose- The corporation is organized exclusively for religious, charitable, educational, scientific, and literary purposes, including the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(6) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue Law) (the "Code") and the organization and operation of activities to further the exempt purposes of the corporation.

Inurement of Benefits- No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its Members, directors, officers, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth above.

Lobbying and Prohibited Activities Generally- No substantial part of the activities of the Corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of (or in opposition to) any candidate for public office. Notwithstanding any other provisions of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on (a) by a Corporation exempt from

Federal income tax under Section 501(c)(6) of the Code or (b) by a Corporation, contributions to which are deductible under Section 170(c)(2) of the Code.

Distribution of Assets Upon Dissolution- Upon the dissolution of the Corporation, it shall, after paying or making provision for the payment of all of its liabilities, dispose of all of its assets exclusively for the purposes of the Corporation in such manner, or to such organization or organizations organized and operated exclusively for religious, charitable, educational, scientific, or literary purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(6) of the Code, as the members, otherwise the Board of Directors, shall determine. Any such assets not so disposed of shall be disposed of by the Circuit Court of the county in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations, as said Court shall determine, which are organized exclusively for such purposes.

Private Foundation Status- The Corporation is intended to qualify as a public charity, as defined in Section 509 of the Code. However, during any period in which the Corporation is a private foundation it shall not (i) engage in any act of self-dealing as defined in Code Section 4941(d), (ii) retain any excess business holdings as defined in Code Section 4943(c) which would be subject to tax under Code Section 4943, (iii) make any investments which would subject the foundation to tax under Code Section 4944, or (iv) make any taxable expenditures as defined in Code Section 4945(d), and it shall distribute foundation income and, to the extent income is not sufficient, principal for each taxable year at such time and in such manner as not to subject the foundation to tax on undistributed income under Code Section 4942.

▪ **ARTICLE XII: MISCELLANEOUS**

Contracts- The Board of Directors may authorize any one or more officers of the Corporation, or any one or more agents, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.

Fiscal Year- The fiscal year of the Corporation shall begin on the first day of January and end on the last day of December in each year.

▪ **ARTICLE XIII: AMENDMENTS**

It is recommended that the Board of Directors review the XXXX Bylaws for purposes of revision or updating as necessary at least every two years or other periodic basis. Amendments to the Bylaws must be submitted to the membership in the following manner:

Any proposed amendment to the Bylaws must be submitted to the Board of Directors. The proposed amendment must be signed by three Full Members in good standing.

The Board must approve the amendment by simple majority vote of current directors.

The Secretary will mail or email a copy of the approved amendment to all members entitled to vote. A ballot will be included with the mailing. All ballots must be returned prior to the next meeting. A simple majority of the returned ballots is required for approval of the amendment.

APPENDIX 5 – CHAIR DUTIES

DOES YOUR CANDIDATE...

Yes No

		Communicate effectively? This important ability allows a committee chair to work with their group, the governing body and related groups.
		Have a record of active participation and interest in the association's objectives? Have they served on the committee before and do they understand its charter?
		Have a willingness to listen? A good committee chair must be open-minded and encourage free expression of ideas among committee members.
		Have the ability to inspire and the presence to command respect?
		Have the ability to control a group without dominating it with their own personal agenda?
		Have at least a basic knowledge of parliamentary procedure? See <u>Robert's Rules</u>
		Operate as a self-starter, without having to be pushed, prodded or reminded of commitments?
		Command respect within the industry?
		Have an understanding of the dynamics of group process and how a committee functions best?
		Have knowledge of the subject area that is the committee's purview?
		Have the ability to think and act in terms of the association's overall goals and objectives?
		Have the skill to create the right atmosphere for productive committee work?
		Have the time and resources to carry out the assignment? Good intentions are not enough.
		Have a clear understanding of the position and the role of association management and the need to work closely with the organization's governing body?

APPENDIX 6 – MEMBERSHIP APPLICATION TEMPLATE

Membership Application

To make sure your membership is processed correctly, please complete the information on this form and return it along with your payment.

Contact Information

First Name Middle Initial Last Name

Suffix Certifications/Designations

Work

Title

Organization

Address

City State Zip/Postal Code

Phone E-mail

Home

Address

City State Zip/Postal Code

E-mail

Please indicate your primary address ☐ Work ☐ Home

Please select the appropriate membership category (XXXX reserves the right to place you in the correct membership category and bill you for the remaining dues amount.)

☐ PAM Pricing ☐ ASC (Pricing) ☐ RET (Pricing) ☐ STU/ED (Pricing)

Annual dues in the amount of \$ _____ are to be applied

Payment (Remittance of dues must accompany this application)

☐ **Check/Money Order:** Mail payments to: Organization, Address, City, State, ZIP

☐ **Charge:** ☐ Visa ☐ MasterCard ☐ American Express

Credit card number Expiration date

Name of card holder

Signature

I hereby apply for membership in the XXXXX and agree to pay the current applicable dues. I understand the XXXX may deposit the enclosed dues remittance pending the approval of this application, and, in the event the application is not approved, XXXX will promptly refund my dues.

Signature Date

Include the Chapter's LOGO

Join/Renew by fax: XXX-XXX-XXXX

Join/Renew by mail:
Organization, Address, City, State, ZIP

Renew by phone: XXX-XXX-XXXX

Membership Categories and Fees

(Pricing) – Professional Active Member (PAM)

Professional Active membership in the Society shall be available to those individuals who are: (a) actively employed in or by health care related facilities or system (those that provide patient care), and who have responsibility in health care facility operations (e.g., facility management, plant engineering, design/construction, security, safety, clinical engineering, and telecommunications); or (b) are currently a Certified Healthcare Facility Manager (CHFM).

(Pricing) – Associate Member (ASC)

Associate membership in the Society shall be available to those individuals or representatives that provide professional, technical, and consulting services or sell products or services to Professional Active Members but whose employers are not health care providers (providing patient care). Qualifying members include planners, consultants, architects, interior designers, consulting engineers, manufacturers, vendors, sellers of contracted services, and federal, state, and local health care facilities inspectors.

(Pricing) – Retired Member (RET)

Retired membership shall be available to Professional Active Members who have fully retired and still desire to belong to the Society.

(Pricing) – Educator/Student Member (STU/ED)

Educator/Student membership in the Society shall be available to full-time educators teaching or (non-working) college students taking course work related to any discipline represented by the Society.

Terms and Disclosures

Membership dues are effective one year from the date the membership application is accepted and processed. Membership eligibility is subject to the provisions of the American Society for Healthcare Engineering bylaws.

Applicants may be admitted to membership at any time during the year upon paying annual dues. Under cycle billing procedures, dues will be billed again 12 months later, not on a calendar basis.

An applicant may join directly online using the secure form or may complete the registration form and send it with their form of payment by regular mail or fax.

Members may cancel their membership at any time, but dues will not be refunded nor is membership transferable.

Payments made to XXX are not deductible as charitable contributions for federal income tax purposes. However, they may be deductible under other provisions of the Internal Revenue Code.

For more information call XXX-XXX-XXX or send an e-mail to XXX.