Mission: The mission of the Hospice & Palliative Care Network of Maryland is to lead and advance quality hospice and palliative care by serving as an advocate and resource for all Marylanders.

Summary: The Hospice & Palliative Care Network of Maryland (HPCNM) Board of Directors is legally and ethically responsible for all activities of the Network. A Director is subject to the fiduciary duties of care, loyalty, and obedience.

Responsibilities of the Board of Directors
- Determining how the organization carries out its mission through long and short range planning and review.
- Adopting an annual budget and providing fiscal oversight.
- Recruiting, orienting and developing board members.
- Hiring and evaluating the performance of the executive director.
- Evaluating its performance and the overall performance of the organization in achieving its mission.
- Establishing policies for the effective management of the organization.

Responsibilities of Individual Directors
- To “act in good faith”, in a manner that is in the best interest HPCNM.
- Understanding and promoting the organization’s mission.
- Being familiar with the organization’s programs and operations.
- Being a working member of at least one board committee.
- Participating in resource development and fundraising.
- Making an annual gift to the organization commensurate with one’s ability.
- Assisting in membership development.
- Advocating on behalf of the organization.
- Reviewing board meeting materials before the meeting.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Reviewing the organization’s Form 990 before its submission to the Internal Revenue Service.
- Identifying any potential conflicts of interest; signing the HPCNM Conflict Interest form.

Time Demands (approximate)
- Attend and actively participate in all Board of Directors Meetings (4-5 annually) that are typically scheduled at locations throughout the state and run for 2 hours.
- Committee work – 1 to 3 hours per month, or as decided by the committee.
- Attend Annual planning retreat – 1 day, usually during the work day.
- Attend and General Membership Meeting in June and December.
- Attend Legislative Day in Annapolis.
- Attendance at the HPCNM Annual Conference as a greeter and attendee
- Participate in 2-hour orientation for new board members.

Financial and Resource Development Expectations
- Annual gift to organization (100% board giving is expected).
- Promote HPCNM events.
- Recruit sponsors and exhibitors if possible.

(Draft Approved 9/2020)