



Hospice & Palliative Care Network  
OF MARYLAND

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Hospice & Palliative Care Network  
OF MARYLAND

## **Bylaws**

### **ARTICLE I - NAME AND PURPOSES**

The name and purposes of the Corporation are set forth in the Articles of Incorporation.

### **ARTICLE II – PRINCIPAL OFFICE OF THE CORPORATION**

The principal office shall be a street address designated by the Board of Directors.

### **ARTICLE III – MEMBERSHIP**

#### Section 1. Membership

The Corporation shall have one or more classes of members, as shall be determined from time to time by the Board of Directors. Members shall be individuals or organizations who support the mission and purposes of HPCNM, apply for membership, are approved for membership, and timely pay the dues established.

#### Section 2. Membership Categories

- a) General Licensed Hospice Provider - A General Licensed Hospice Provider member shall be an organization licensed as a hospice by the State of Maryland and actively providing hospice services in the State of Maryland.
- b) Palliative Care Partner - A Palliative Care Partner member shall be an organization who is not affiliated with a hospice program and is actively providing palliative care services.
- c) Associate Member - An Associate member shall be an individual, organization, or institution, including, but not limited to, a limited licensed hospice, non-palliative care provider, vendor, or partner who is not eligible for membership under any other membership category, but which supports the purposes of HPCNM.
- d) Individual Member – An Individual Member shall be a person with expressed interest, expertise in Hospice/Palliative Care and a related domain.
- e) Student Member – A Student member is an individual actively enrolled in academic studies at the time of membership application or renewal.

### Section 3. Voting/Membership Rights

- a) General Licensed Hospice Provider members shall have three (3) votes.
- b) Palliative Care Partner members shall have two (2) votes.
- c) Associate members shall have one (1) vote.
- d) Individual members shall not have a vote.
- e) Student members shall not have a vote.
- f) The total of all Palliative Care Partner votes and Associate votes may not exceed forty percent (40%) of the total votes of General Licensed Hospice provider votes. The Board shall monitor the membership composition to ensure this limit.
- g) A voting member shall designate in writing including electronically, one official representative, and one alternate at the time of joining HPCNM and thereafter as necessary. The official representative shall cast the allotted vote.
- h) Changes, if any, in the official voting representative, and/or alternate shall be communicated in writing, including electronically, to the HPCNM office, Attention: Executive Director.
- i) A vote may be cast in writing, including electronically, by the official representative or designated alternate within 48 hours of the planned vote.
- j) At the discretion of the Board President, HPCNM may conduct voting in writing, including electronically, for issues other than the election of Officers and Directors.
- k) The Board of Directors shall have the right to deny or terminate the membership of any individual or organization, or to deny access to or participation in the programs or services of the Corporation, if such individual or organization fails to meet the qualification for membership, or engages in activities which are contrary to the interests of the Corporation.

### Section 4. Membership Privileges

Members who have paid their membership dues in full are eligible for the following basic benefits:

- Network representation in State and national advocacy on hospice/palliative care issues
- Professional education and training opportunities
- Regulatory and quality/compliance resources

- Technical support and advocacy
- Networking and sharing of informational resources among members
- Weekly updates on hospice and palliative care industry news
- Action alerts related to reimbursement, quality, and other pertinent industry news
- Customer service/support for specific provider issues
- Participation on HPCNM committees and potential election to the Board of Directors as defined for each membership category
- Access to discounted goods/services through our partnerships
- Discounted rates at the Annual Conference and other HPCNM events and educational offerings
- Voting privileges at the Annual Meeting as defined by each membership category

## Section 5. Dues

- a) The membership year shall correspond to the calendar year. The Board shall determine the annual dues for each category of membership. The Executive Director shall notify members who fail to pay their dues as specified. If payment is not made within a grace period specified by the Board, without further notice, the delinquent member shall be terminated from the membership roll and thereupon forfeit all rights and privileges of membership including, but not limited to, the right to hold office, the right to vote in elections, privileges of member discounts, and member only promotions. The Board may establish procedures for extending the time for payment of dues and continuation of membership privileges upon request of a member showing good cause.
- b) Special assessments approved by the Board must be paid within ninety (90) days of the initial invoice. If a special assessment is not paid within ninety (90) days, the member may receive notice that membership and services are terminated.

## **ARTICLE IV – MEMBERSHIP MEETINGS**

### Section 1. General Membership Meetings

Regular meetings of the membership shall occur at least once a year for the transaction of any business required by HPCNM.

### Section 2. Annual Meeting

The Annual Meeting of the HPCNM shall be held at such date and time as is determined by the Board.

### Section 3. Special Meetings

Special meetings may be called by the President, by a majority of the Board of Directors, or by members representing a majority of the total eligible votes of HPCNM.

## Section 4. Notice of Meetings

- a) Notice of General and Annual meetings shall be communicated to all members not less than fifteen (15) days prior to the meeting date. The notice of the meeting shall be accompanied by a tentative agenda for the meeting and the minutes of the previous meeting. Notice of meetings may be delivered electronically.
- b) Written notice of Special meetings shall be communicated to each member, with appropriate background material including the purpose of the Special meeting, at least five (5) days prior to the meeting date.

## Section 5. Quorum and Proxy Voting

A quorum shall consist of one-third (1/3) of the total votes of the membership. Members may cast their votes in person or by written proxy. Votes cast by written proxy shall be cast in conformance with Maryland law regarding proxy voting. Individuals represented at a meeting of members by written proxies shall be counted in determining the presence of a quorum.

## **ARTICLE V - BOARD OF DIRECTORS**

### Section 1. Definition

The Board of Directors shall represent the membership consistent with these Bylaws and the laws of the State of Maryland.

### Section 2. Powers & Duties

The business and affairs of the Corporation shall be governed by a Board of Directors (hereinafter the "Board"). The Board may exercise all the powers of HPCNM, and may delegate any and all such powers as they see fit, subject to restrictions imposed by law, the Hospice & Palliative Care Network of Maryland Articles of Incorporation, and these Bylaws. The Board shall review, approve, and/or establish corporate policies; operational goals and objectives, corporate agreements and contracts; monitor assets of HPCNM, and adopt an annual budget; recommend changes to the dues structure; review committee reports; and determine actions to be taken. In addition to voting rights, Directors have the right, individually and collectively, to counsel and advise the HPCNM officers and directors and to be present at meetings of the Board.

### Section 3. – Composition

- a) There shall be twelve (12) to fifteen (15) voting members. The Board shall include four (4) Officers and at least eight (8) Directors including:
  - (One) 1 from Western MD (Allegany, Frederick, Garrett, and Washington Counties);
  - (One) 1 from Southern Maryland (Calvert, Charles, and St. Mary's Counties);

- (One) 1 from the Eastern Shore (Caroline, Cecil, Dorchester, Kent, Queen Anne's, Somerset, Talbot, Wicomico, and Worcester Counties);
  - (Five) 5 Directors at large
- b) The Board shall at all times be composed of persons dedicated to the mission of the organization, possessing the skills to govern the organization, and inclusive of the diversity of the community being served, taking into account race, gender, economic status, age, subject matter expertise, and other factors.
- c) Members of the Board shall work primarily in the State of Maryland and no more than one Board Member shall be from the same organization.
- d) Past presidents shall serve as non-voting members of the Board for a period of one year.

#### Section 4. Term

Each Director will serve a term of three (3) years. No Director shall serve more than two (2) consecutive full terms on the Board. A Director serving an initial term of less than three (3) years may serve for two (2) additional terms. After serving the maximum time allowed, a person may again serve after being off the Board for one (1) year.

#### Section 5. Vacancies

Vacancies occurring between annual meetings may be filled for the balance of the term by election by the remaining Directors.

#### Section 6. Meetings

- a) Annual Meeting. The Annual Meeting of HPCNM shall be held at such date and time as determined by the Board.
- b) Regular Meetings. Regular meetings of the Board shall be held at least quarterly at such time and place as designated by the President.
- c) Special Meetings. Special meetings of the Board may be called by the President or by any one third of Directors provided written notice indicating the time, place and subject of such meetings is specified at least 48 business hours in advance. Individual board members may waive, in writing, the notice requirements of this section. Attendance may be in person (preferred) but participation by conference call is acceptable. A roll call will be conducted as the first order of business to determine a quorum and decision-making ability of attendees. Failure of any member to respond to notice shall not invalidate the meeting or any action taken at the meeting.
- d) Executive Session. At any meeting of the Board, where a quorum is present, the Board may, by a majority vote, decide to enter an executive session in which only voting

Directors may be present. The decision to enter executive session shall be recorded in the minutes, and actions taken may be recorded in the minutes. Executive session minutes may be kept separately and confidentially, and need not include the discussion, only actions taken.

- e) Quorum. At meetings of the Board, a quorum shall consist of a simple majority or fifty percent (50%) of the Directors then serving, present in person including as defined in (h) below.
- f) Voting. Except as otherwise provided in these bylaws, decisions of the Board shall be by vote of a majority fifty percent (50%) of those present assuming a quorum), but not less than one-third (1/3) of the Directors then serving. Each Director shall have one vote. Directors may vote only in person or as defined in section (h) below. There shall be no proxy voting.
- g) Telephone and Electronic Participation. Directors may participate in Board meetings and vote on matters discussed therein, by means of a conference telephone or similar communications equipment by means of which all persons participating in such meeting can hear each other at the same time.
- h) Action without Meeting. Any action which may be properly taken by the Board assembled in a meeting may also be taken without a meeting, if unanimous consent in writing setting forth the action taken is signed by all of the Directors entitled to vote with respect to the action. Such consent shall have the same force and effect as a vote of the Directors assembled and shall be filed with the minutes.
- i) Attendance by Non-Board Members. Non-board members may be invited to attend a portion of a board meeting for special circumstances as determined by the Board.
- j) Procedures. Meetings of the Board shall be governed by these Bylaws and the President's discretion.
- k) Meeting Attendance. Board members are expected to attend all Board meetings. A Board member will be removed from the Board following three consecutive unexcused absences.

## Section 7. Removal

Any Director may be removed from office, with or without the assignment of any cause, by a vote of the majority of the Directors in office. A vote for removal may occur at any meeting of the Board convened in compliance with these bylaws, provided that written notice of the intention to consider removal of such Director has been included in the notice of the meeting. No Director shall be removed without having the opportunity to be heard at such meeting, but no formal hearing procedure need be followed.

## Section 8. Disqualification from Serving



- a) Employment by the HPCNM shall disqualify an individual and any member of the individual's immediate family from eligibility for election to the Board.
- b) Employment of a Director or member of a Director's immediate family by the HPCNM shall lead to the resignation of the Director from the Board.

## Section 9. Resignation

A Director may resign by submitting a written resignation to the President or to the other Directors if the resigning Director is the President.

## **ARTICLE VI - OFFICERS**

There shall be four (4) Officers of HPCNM: President, Vice-President, Secretary and Treasurer.

### Section 1. Duties

- a) The President shall:
  - Be the principal executive officer of HPCNM.
  - Receive direction from the Board.
  - Preside at all meetings of the Board and the membership.
  - Serve as an ex-officio member of all committees with full voting privileges on all committees, with the exception of the Nominating Committee.
  - The President may sign all contracts and agreements in the name of the Corporation after they have been approved by the Board.
  - Annually appoint the chair of each committee.
- b) The Vice President (who shall be the President-elect) shall:
  - Assume all duties of the President in the event of the President's absence or disability.
  - Perform such duties as assigned or delegated by the President.
  - Upon completion of his/her term, the Vice-President shall automatically assume the office of the President.
- c) The Secretary shall:
  - Ensure that a record is kept of the minutes of all Board, Executive Committee, membership meetings.
  - Perform such other duties as assigned by the President.
  - Serve as Chair of the Nominating Committee.
- d) The Treasurer shall:
  - Ensure the maintenance of an account of all monies received, invested and expended by HPCNM.

- Serve as Chair the Finance Committee.
- Submit the Treasurer's Report to the Board.
- Ensure that an audit of the financial accounts and records by an accounting firm approved by the Board is performed on an annual basis.

## **ARTICLE VII - NOMINATIONS AND ELECTIONS**

### Section 1. Nominations

The Nominating Committee shall:

- a) Be chaired by the HPCNM Secretary and include two members appointed by the Board of Directors.
- b) Present to the Board recommendations for candidates to fill vacated and expired terms of Directors.
- c) Provide the slate and description of qualifications of the nominees for mailing to the membership at least thirty (30) days before the Annual Meeting. This information may be electronically communicated.
- d) Serve as tellers, responsible for confirming voting credentials, counting of votes and reporting election results at the Annual Meeting.

### Section 2. Elections

At the Annual Meeting, the Members shall elect directors from among those persons who have been duly nominated by the Board of Directors, and shall discuss and vote on such additional matters, if any, as may be put before them by the Board. Elections shall be by anonymous ballot. Ballots shall allow for write-in candidates.

### Section 3. Term of Office

- a) Officers and Board members shall serve for a term as defined in Article VI, Section 4.
- b) The term of office shall begin on the first day of the calendar year following the Annual Meeting at which the Officer or Board member is elected, except for vacancy replacements who shall take office upon appointment.

### Section 4. Election Years

Officers and Directors shall be elected for staggered election terms, based upon year of election. One third of the Board shall be elected annually.

### Section 5. Vacancies

- a) Vacancies shall be filled by the Board of Directors by appointment, which shall require a two-thirds (2/3) vote of the Board of Directors present.
- b) Appointees shall complete the unexpired term of the vacated position.
- c) Resignations shall be submitted in writing to the President.

## **ARTICLE VIII – EXECUTIVE DIRECTOR AND STAFF**

- a) The Board may appoint an executive director, with a title appropriate to the functions of the job description. Other staff shall be appointed by the Executive Director.
- b) The Executive Director shall be an ex-officio non-voting member of the Board of Directors, the Executive Committee, and all HPCNM committees, and task forces unless directed otherwise by the President.
- c) The Board may delegate duties and customary authority to the Executive Director. The duties and authority delegated shall be memorialized in a written job description.
- d) The Executive Director shall be subject to hire and termination by the Board. Other appointed staff shall be subject to hire and termination by the Executive Director.
- e) Except when the Board is meeting in executive session, the Executive Director shall attend and participate in meetings of the Board and of committees as staff to the Board and the committees but shall not be entitled to a vote.

## **ARTICLE IX – COMMITTEES**

### Section 1. General

HPCNM shall have an Executive Committee and standing committees including the Education and Outreach, Finance, Nominating, Public Policy and Quality/Regulatory Committee. The Board may, from time to time, and in its discretion, create such other committees and task forces as it may deem necessary to fulfill the objectives of HPCNM. All committees created by the Board shall be chaired by a member of the Board, or in the case of co-chairs at least one chair must be a member of the Board unless otherwise specified herein.

### Section 2. Authority and Responsibilities

Committees shall:

- a) Have such powers and duties as specified in these Bylaws and other such duties as may be assigned.
- b) Committee minutes must be kept with a record of the date and meeting agenda,

those in attendance, and any action taken by the committee. Minutes must be shared with the Board, and must become part of the corporate record.

- c) Report activities regularly to the Board of Directors and at the annual meeting.
- d) Each committee shall exercise the authority of the Board of Directors to the extent authorized by the Board of Directors. However, a committee may not by itself:
  - Approve action that requires full Board approval by law;
  - Fill vacancies on the Board of Directors or any of its committees;
  - Amend the Articles of Incorporation;
  - Adopt, amend, or repeal the Bylaws;
  - Approve a plan of merger, consolidation, or dissolution; or transfer of assets of the corporation;
  - Employ or discharge anyone from employment with HPCNM;
  - Other than the executive committee if so charged, committees may not enter into any agreement, contract, or obligation on behalf of the organization;
  - Other than the executive committee if so charged, Committees and their members shall not portray themselves as representing the organization as a whole publicly.

### Section 3. Chair Appointments

The President shall annually appoint the chair of each committee.

### Section 4. Executive Committee

- a) Composition. The Executive Committee shall be composed of the four (4) Officers of HPCNM and the Executive Director (in a non-voting status). The President shall serve as Chair of the Executive Committee.
- b) Role. When the Board is not in session, the Executive Committee shall possess and exercise all powers of the Board in the management of the business and affairs of HPCNM that lawfully may be exercised by the Executive Committee. The Executive Committee shall then provide a complete report on such action along with minutes of the meeting at the next meeting of the Board, and may elect to do so in executive session. Care will be taken to ensure that only those issues necessitating discussion/action prior to the next Board meeting be addressed. At the discretion of the President, the Executive Committee may meet by telephone conference call and transact such business as it is authorized to transact in person. The minutes of such telephone meetings shall be kept in the same manner as minutes of other Executive Committee meetings.
- c) The Executive Committee is responsible for:

- Recommending and overseeing procedures for the evaluation of the job performance of the Executive Director.
  - Annual review of the bylaws.
  - Preparing amendments which shall be approved by the Board of Directors and submitted to the membership for action at least fourteen (14) days prior to a vote.
  - Succession planning
- d) Authority. In matters that require immediate attention or at the direction of the Board of Directors, a minimum of three Officers shall have the power to act for the full Board. Deliberations and votes shall be documented in writing.

## Section 5. Other Standing Committees

a) Education and Outreach Committee. The Committee shall:

- Identify the educational needs of the hospice community and develop and provide educational programs designed to meet those needs.
- Develop educational materials and programs for other health care providers to facilitate the delivery of hospice and palliative care and provide information on other aspects of end-of-life care.
- Develop materials and programs to inform the public on hospice and palliative care and end-of-life care.
- Have such powers and duties as specified in these Bylaws in IX. Section 2 and other such duties as may be assigned.
- Report activities regularly to the Board of Directors and at the Annual Meeting.

b) Finance Committee. The Committee shall:

- Be chaired by the Treasurer.
- Monitor the financial performance of the organization throughout the year.
- Recommend policies regarding the finances of HPCNM.
- Recommend an annual budget to the Board.
- Have such powers and duties as specified in these Bylaws in IX. Section 2 and other such duties as may be assigned.
- Report activities regularly to the Board of Directors and at the Annual Meeting.

c) Nominating Committee. The Committee shall:

- Be chaired by the Secretary.
- Consist of the chair and two additional members elected by the Board of Directors.
- Identify and recruit qualified candidates to be nominated to serve on the Board.
- Obtain and distribute applications from candidates.
- Conduct the annual nominations and elections proceedings as defined in Article VII, Sections 1 and 2.

- Have such powers and duties as specified in these Bylaws in IX. Section 2 and other such duties as may be assigned.
- Report activities regularly to the Board of Directors and at the Annual Meeting.

d) Public Policy Committee. The Committee shall:

- Monitor legislation and regulatory developments at the state and federal levels that affect hospice care and other aspects of end of life care.
- Monitor developments and advise the Board on matters concerning regulatory development and changes by the Maryland Health Care Commission (MHCC) and the Maryland Health Services Cost Review Commission (HSCRC) on issues concerning hospice and palliative care.
- Advise the Board concerning pending legislation or proposed regulations affecting hospice or other aspects of end of life care and recommend official positions consistent with the mission of HPCNM.
- Advocate for public policies, which support the needs of the terminally ill, their caregivers, and the bereaved.
- Monitor and recommend positions regarding issues of reimbursement for hospice services.
- Have such powers and duties as specified in these Bylaws in IX. Section 2 and other such duties as may be assigned.
- Report activities regularly to the Board of Directors and at the Annual Meeting.

e) Regulatory/Quality Committee. The Committee shall:

- Monitor regulatory developments at the state and federal level specifically from the Centers for Medicare and Medicaid Services (CMS) and the Maryland Department of Health that affect hospice and palliative care and other aspects of end-of- life care.
- Advise the Board concerning pending or proposed regulations affecting hospice and palliative care, or other aspects of end-of- life care and recommend official positions consistent with the mission of HPCNM.
- Monitor and recommend positions regarding issues of reimbursement for hospice and palliative care services.
- Monitor the NHPKO identified components of quality in hospice care.
- Monitor and recommend standards of care and best practices for hospice and palliative care in the State of Maryland.
- Provide education and resources to the membership on the required CMS quality reporting to ensure high standards of care and proper reimbursement.
- Work in conjunction with the Education committee to educate members on quality initiatives.
- Have such powers and duties as specified in these Bylaws in IX. Section 2 and other such duties as may be assigned.
- Report activities regularly to the Board of Directors and at the Annual Meeting.

## Section 6. - Ad Hoc Committees

The Board may, in its discretion, create additional committees as it deems appropriate to fulfill the objectives of HPCNM. The scope of authority of any such committee shall be defined by the Board of Directors.

### **ARTICLE X – NON-DISCRIMINATION POLICY**

The Corporation shall not discriminate against any person on the basis of age (40 and older), marital status, sex (including pregnancy, childbirth, and related medical conditions), race, color, national origin, citizenship status, ethnicity, sexual orientation, gender identity, disability: physical or mental, genetic information, or political or religious opinion or affiliation in any of its policies, procedures or practices.

### **ARTICLE XI – CONFLICT OF INTEREST**

The Board shall adopt a conflict of interest policy that covers board members, staff members, and volunteers with significant decision-making authority with respect to the resources of the organization. The conflict of interest policy should identify the types of conduct or transactions that raise conflict of interest concerns, set forth procedures for disclosure of actual or potential conflicts, and should provide for review of individual transactions by the uninvolved Directors. Approval by the disinterested Directors shall be by vote of a majority of Directors in attendance at a meeting at which a quorum is present. An interested party shall not be counted for purposes of determining whether a quorum is present, nor for purposes of determining what constitutes a majority vote of Directors in attendance. The policy should also require that the minutes of the meeting shall reflect that the conflict disclosure was made, the vote taken and, where applicable, the abstention from voting and participation by the interested party.

### **ARTICLE XII – INDEMNIFICATION**

HPCNM shall, to the maximum extent permitted by Maryland law, indemnify Directors, former Directors, and Officers of HPCNM against expenses actually and necessarily incurred by them in connection with the defense of any action, suit or proceeding, in which the person is made a party, by reason of having been a Director of HPCNM, except in relation to matters as to which such Director or Officer or former Director or Officer shall be adjudged in such action, suit or proceeding to be liable for negligence or misconduct in the performance of duty and to such matters as shall be settled by agreement predicated on the existence of such liability for negligence or misconduct.

### **ARTICLE XIII - COMPENSATION**

The Directors of the HPCNM shall serve without compensation. Directors may be reimbursed for pre-approved expenses reasonably incurred on behalf HPCNM. Nothing in this paragraph

is intended to preclude a Director from receiving compensation for his/her service to the HPCNM in some other capacity, provided the transaction is consistent with the organization's conflict of interest policy and these Bylaws.

#### **ARTICLE XIV - HPCNM RECORDS**

HPCNM shall keep correct and complete books and records of account and shall also keep minutes of the proceedings of the Board of Directors, and all committees, and shall keep at the principal office of the HPCNM a record of the names and addresses of the Directors as well as its Articles of Incorporation, Bylaws, and board approved policies. HPCNM shall make available to the public its application to the IRS for tax exempt status, its IRS determination letter, and its three most recently filed IRS Form 990s. Upon written request, all books and records HPCNM may be inspected by any Director within three (3) business days.

#### **ARTICLE XV – DISSOLUTION**

HPCNM may be dissolved by a two-thirds (2/3) vote of the Directors then serving provided that notice of the proposed dissolution has been submitted to the Directors in writing with written notice of the meeting date to decide on the proposed dissolution at least thirty (30) days prior to the meeting date. In the event of dissolution, the Board shall dispose of all of the net assets of the Corporation exclusively to such organization(s) which are organized and operated exclusively for charitable or educational purposes as shall at the time qualify as an exempt organization under section 501(c)(3) of the Internal Revenue Code. Any remaining assets not disposed of by the Board shall be disposed of by the Court in the jurisdiction in which the principal office of the Corporation is then located, exclusively for such purposes or to such organizations.

#### **XVI - SIGNATURE AUTHORITY**

All checks, notes, acceptances, and orders for payment of money shall be signed by any individual(s) authorized by the Board as described in the organization's Financial Policies and Procedures. All contracts, leases and deeds of any kind shall be signed by the President, Vice President, or any other agent of HPCNM designated by the Board.

#### **ARTICLE XVII - FISCAL YEAR**

The fiscal and operational year of the HPCNM shall be from January 1 to December 31.

#### **ARTICLE XVIII – AMENDMENTS**

These Bylaws may be altered, amended or repealed and new Bylaws adopted by a two-thirds (2/3) vote of the membership by mail or electronic communication, provided that the proposed amendments have been distributed by mail or electronic communication at least fifteen (15) days prior to the vote of the general membership.



Revised 6/90  
Revised 6/92  
Revised 11/93  
Revised 12/94  
Revised 6/95  
Revised 12/95  
Revised 6/96  
Revised 2/97  
Revised 11/01, effective 1/1/02  
Revised 2/02  
Revised 6/07  
Revised 12/13  
Revised 09/28/17  
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