



Governance Documents & Internal Policies Manual

Last revised: March 2017

A manual containing the governance documents of the Association and all associated policies approved by the Board of Trustees for the effective and efficient administration of the organization by staff and leadership.

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**Amended Articles of Agreement for the Missouri
Association of Osteopathic Physicians and Surgeons**

2016

ARTICLE I

NAME AND DURATION – The name of this Association shall be the Missouri Association of Osteopathic Physicians and Surgeons and its duration shall be perpetual.

ARTICLE II

DEFINITION – The term “Osteopathic Medicine” shall include the fields of prevention, diagnosis, rehabilitation, and treatment of diseases and trauma by use of manipulations, surgery, medicines and drugs, and any other recognized medical procedures.

ARTICLE III

PURPOSES – The purposes of this Association shall be:

- a) To improve public health by promoting the art and science of Osteopathic medicine in the healing arts; advancing the profession’s knowledge in the use of surgery, obstetrics, rehabilitative medicine, and the prevention, diagnosis and treatment of diseases and trauma; stimulating original research and investigation; and collecting and disseminating the results of such works for the education of the profession and the health and welfare of the general public.
- b) To promote a close relationship between the Osteopathic profession and other organizations interested in the advancement of public health and welfare.
- c) To promote a close relationship between members of this profession and encourage free exchange of information and ideas.
- d) To develop, maintain and protect the separate identity of Osteopathic medicine as a distinct profession within the practice of the healing arts.
- e) To promote, develop and assist colleges of Osteopathic medicine and educational institutions.
- f) To act as a designated representative of members in relationships with Federal, State, County and Municipal governments, insurance carriers, hospitals, and nursing homes, or any agents thereof, in matters of practice rights, and obligations under sponsored public health programs.

ARTICLE IV

POWERS OF ASSOCIATION – This Association shall have all the powers necessary or proper for the accomplishment and furtherance of the above-stated purposes and all other powers incidental or related thereto, including but not limited to the following powers:

- a) To purchase, receive and take by gift, grant, devise or bequest, real or personal property; to hold, administer, sell, invest and reinvest such property, and to use, disburse and distribute such property, and the income therefrom, for the scientific uses for which this Association is constituted.
- b) To enter into contracts and to acquire, own, hold, mortgage and dispose of such real and personal property as shall be necessary for proper maintenance and conducting of its purposes.
- c) To obtain funds by charging dues to the members thereof or in any other lawful manner.
- d) To loan or donate its funds, regardless of how such funds were received, to Osteopathic colleges, students, and post-graduates studying Osteopathic medicine.

ARTICLE V

NON-PROFIT ASSOCIATION – This Association is not organized for profit or to engage in any activity ordinarily carried on for profit; and no part of the net earnings of the Association shall inure to the benefit of, or be distributable to, its members, trustees, officers, or other private persons, except that the Association 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 herein.

Upon dissolution of the Association, the Board of Trustees shall, after paying or making provisions for the payment of all of the liabilities of the Association, dispose of all of the assets of the Association exclusively for the purposes of the Association in such manner, or to such organization or organizations organized and operated exclusively for educational and scientific purposes of the Osteopathic profession as shall at the time qualify as an exempt organization or organizations under the provisions of the Internal Revenue Code of 1954 (or the corresponding provision of any future United States Internal Revenue Law), as the Board of Trustees shall determine. Any of such assets not so disposed of shall be disposed of by the Circuit Court of the County in which the principal office of the Association is then located, exclusively for such purposes or to such Osteopathic organization or organizations, as said Court shall determine, which are organized and operated exclusively for such purposes.

ARTICLE VI

EXCEPTION FROM LIABILITY – The officers, trustees, and members of this Association shall be exempt from liability, debts or obligations of any kind of this Association.

ARTICLE VII

MEMBERSHIP – The membership of this Association shall consist of the present members and such others as shall be selected in the manner prescribed by the Bylaws.

ARTICLE VII

OFFICERS – The officers of this Association shall be: President, President-Elect, Vice Presidents, and the Executive Director whose duties shall include those of the Secretary-Treasurer. The duties of the officers shall be those designated in the Bylaws and other duties which are usual for such offices. The Executive Director shall also serve as Secretary of the Board of Trustees.

The Executive Director shall be employed by the Board of Trustees, and all other officers shall be elected by the Board of Trustees during their annual meeting. Such officers shall take office during the annual meeting to serve for the ensuing year or until their respective successors are elected and installed in office.

ARTICLE IX

BOARD OF TRUSTEES – The Board of Trustees of this Association shall consist of the President, President-Elect, Immediate Past President, First Vice-President, Second Vice-President, and at least twelve member Trustees. These trustees shall be elected by the membership as provided in the Bylaws. The Executive Director shall be an ex-officio member of the Board of Trustees without the right to vote.

The Board of Trustees shall be the administrative and executive body of the Association and may formulate and adopt bylaws for this association. The Board of Trustees shall perform all duties provided in the Bylaws.

ARTICLE X

MEETINGS – The annual membership meeting shall be held at such time and place as may be determined by the Board of Trustees. The Board of Trustees shall give 30 days' notice to all members of the Association of such time and place; however, such time and place may by necessity be changed by the Board of Trustees.

ARTICLE XI

Amendments – These Articles of Agreement may be amended at the annual membership meeting of the association by a two-thirds vote of the accredited members present and voting. Proposed amendments to the Articles of Agreement shall be submitted to the Executive Director not less than 60 days before the annual membership meeting. The Executive Director shall promptly forward true copies of said Amendments to the President and Trustee of each District and publish same in the official state publication prior to the annual membership meeting.



**BYLAWS OF
THE MISSOURI ASSOCIATION OF OSTEOPATHIC
PHYSICIANS AND SURGEONS**

(Last Revised April 27, 2016)

ARTICLE I

SECTION 1. NAME - The name of this organization is the Missouri Association of Osteopathic Physicians and Surgeons.

SECTION 2. MISSION STATEMENT - The mission of the Missouri Association of Osteopathic Physicians and Surgeons is to preserve and advance the distinct philosophy and practice of osteopathic medicine and to advocate for the profession.

SECTION 3. VISION STATEMENT - MAOPS will be the organization that osteopathic physicians think of first for expertise, education, and representation.

ARTICLE II

SECTION 1. A MEMBER - The term “member” as used herein shall include regular, disabled, Friends of MAOPS, honorary life, life, professional associate, part-time, post-doctoral, retired, and student members.

SECTION 2. A VOTING MEMBER - The following categories of members shall have voting privileges on Association issues at the district level: regular, disabled, honorary life, life, part-time, postdoctoral, and retired.

SECTION 3. –MEMBERSHIP CATEGORIES

(a) REGULAR MEMBERSHIP - An applicant for regular membership must be a graduate of an American Osteopathic Association approved osteopathic college and licensed to practice as a physician and surgeon in the State of Missouri. Applications for membership shall be made to the Association on the prescribed form. The Executive Director shall publish to the members, notice stating said person has applied for membership. Any member having an objection to said person becoming a member shall file a written objection within thirty days after publication. If no written objections are received from the regular membership within said period, the Executive Director shall enroll said applicant as a regular member and notify the district officials of this action. If any written objections are filed within the specified time, the Membership Committee shall make a full investigation and take such action as its findings warrant. In the event membership is denied the applicant shall have the right to appeal said decision under the provisions of appeal as set forth in Article III.

(b) POSTDOCTORAL MEMBERSHIP - An applicant for postdoctoral membership must be a graduate of an American Osteopathic Association approved osteopathic college, licensed to practice as a physician and surgeon in the State of Missouri and who is serving full time in a professionally accredited or approved internship, residency or fellowship program. Application for such membership shall be as described for regular members or as described in Section 1(c) of this Article. Postdoctoral members shall be eligible to receive all benefits and services of regular membership. A postdoctoral member who completes their postgraduate training prior to the end of the membership year shall remain a postgraduate member until the end of the current membership year.

(c) STUDENT MEMBERSHIP - may be granted to students who are enrolled in full time study in an American Osteopathic Association approved college of osteopathic medicine. Student members shall receive communications and be eligible for all benefits and services of regular membership except students shall not have voting privileges except as provided under Article IX, Section 1 of these Bylaws. A student member who graduates from an osteopathic

college shall remain a student member until the end of the current membership year, then will automatically become an eligible member of the Association in the appropriate category of membership.

(d) LIFE MEMBERSHIP - A member who has reached the age of seventy years or who has completed forty years as an osteopathic physician, whichever comes first, and who has been a regular member (as defined in Article V, Section 1 of these Bylaws) in good standing in the Association since 2002 or for the past twenty-five consecutive years, whichever is lowest, may be elected by the Board of Trustees to Life Membership. Life members shall be eligible to receive all benefits and services of regular membership and shall be exempt from payment of dues.

(e) HONORARY LIFE MEMBERSHIP - Honorary life membership in the State Association may be granted any person by unanimous action of the Board of Trustees as an award for meritorious or distinguished service in the interest of osteopathy. Honorary life members shall be eligible to receive all benefits and service of regular membership and shall be exempt from payment of dues.

(f) RETIRED MEMBERSHIP – Retired membership may be granted to a graduate of an American Osteopathic Association approved osteopathic college who has retired from the practice of osteopathic medicine as determined by the Board of Trustees. Retired members shall be eligible to receive all benefits and services of a regular member.

(g) PROFESSIONAL ASSOCIATE MEMBERSHIP - can be granted to an allopathic (M.D.) physician, dentist (D.D.S., D.M.D.), podiatrist (D.P.M.), advanced practice nurse (APN), registered nurse (RN), physician assistant (PA), pharmacist (PharmD), doctor of philosophy (Ph.D.), and/or other healthcare extenders licensed by the appropriate Missouri licensing board, following unanimous Board approval. Application for Professional Associate Membership shall be as described for regular members. Professional Associate Members shall have such other privileges as may be extended to them by this Association, at the discretion of the Board of Trustees.

(h) FRIENDS OF MAOPS MEMBERSHIP - can be granted to persons, firms, and/or organizations who are supportive of the osteopathic profession in Missouri or of MAOPS but are not Doctors of Osteopathy or are not eligible for Professional Associate Membership or another defined membership category described within these Bylaws. Friends of MAOPS members shall have such other privileges as may be extended to them by this Association, at the discretion of the Board of Trustees. Application for Friends of MAOPS members shall be as described for regular members.

(i) DISABLED MEMBERSHIP – can be granted to osteopathic physicians who have been loyal members of MAOPS but are unable to practice medicine at full capacity due to injury or illness. Requests for such status must be made in writing to the chair of the Membership Committee and/or the Board of Trustees. The Board of Trustees shall make the final determination and set an appropriate dues amount.

(j) PART-TIME MEMBERSHIP – can be granted to past consistent members who are working less than half time, but are still deriving income as a licensed osteopathic physician. The applicant for part-time membership must attest that they meet the criteria for this category. Requests for such status must be made in writing to the chair of the Membership Committee and/or the Board of Trustees. The Board of Trustees shall make the final determination and set an appropriate dues amount.

ARTICLE III

SECTION 1. CODE OF ETHICS - The Code of Ethics of this Association shall be the Code of Ethics of the American Osteopathic Association and those policies adopted and published by the American Osteopathic Association and this Association as they pertain to the ethical practice of osteopathic medicine.

SECTION 2. DISCIPLINE - The Executive Committee shall examine and render decisions on questions of ethics, membership qualifications, and grievances. The Committee shall consider identified written complaints from any source pertaining to professional misconduct of members of this Association. The term “professional misconduct” shall include:

- (1) any willful violation of the Code of Ethics; and (2) unprofessional, fraudulent, dishonorable or immoral conduct (whether or not related to the practice of osteopathic medicine or surgery), regardless of whether said act or acts may constitute an offense under the criminal Statutes of the State of Missouri.

SECTION 3. PROCEDURE - The procedure for said Committee shall be as follows:

(a) The Chairman of the Committee shall receive all written complaints or objections to granting of membership as provided in Article II of these Bylaws.

(b) With the assistance of the Executive Director and the Committee, the Chairman shall investigate such complaints or objections and shall facilitate kindly efforts in the interest of peace, conciliation or reformation so far as possible and expedient.

(c) Failing such efforts, the member or applicant who is the subject of a complaint or objection shall be notified in writing of the nature of the complaint or objection and the date, time and place set for the hearing on said complaint or objection at least thirty days prior to the hearing date. Said notice and a copy of the complaint or objection shall be served upon the member or applicant either by certified mail, return receipt requested, addressed to said member or applicant at his last-known address, or by personal service provided by the statutes of the State of Missouri. Said member shall have the right to appear at the hearing in person, and shall have the right to be represented by counsel and to call witnesses in his or her behalf. The hearing shall be conducted in an informal, but orderly manner, and all proceedings of said hearing shall be recorded or transcribed. Continuances may be granted by the Committee for good cause shown. The hearing may be conducted by conference call to facilitate the participation of all parties.

(d) Following the conclusion of said hearing, the Committee shall, within a reasonable time, render its decision on the complaint or objection. If the charges against said member or applicant are sustained by a majority vote of the Committee, the Committee may order a suspension, revocation, denial of membership or other disciplinary action as it deems proper. The member or applicant shall be notified in writing of the Committee's decision within thirty days after rendering of the decision, and a copy of the decision shall be served as provided in subsection (c) of this Section.

(e) If said member or applicant fails to file an appeal within ninety (90) days in accordance with the provisions set forth in Section 4 herein, the decision of the Committee shall be final.

SECTION 4. APPEALS - The Board of Trustees shall hear appeals of any denial of membership, grievances or charges of professional misconduct as defined in Section 2 of this Article. The procedure for said appeal shall be as follows:

(a) In any case when membership is denied an applicant, a membership is suspended or revoked, or any other disciplinary action is taken, the Executive Director shall give the applicant or member written notice of said action as described in Section 3 (d) of this Article.

(b) Within ten days after receiving said notice, the aggrieved applicant or member shall have the right to appeal said decision by giving written notice to the Executive Director.

(c) Within fifteen days after receipt of said notice by the Executive Director, the Board of Trustees shall set a date and place for a hearing de novo on said appeal and give the applicant or member notice of same. The aggrieved applicant or member shall have the right to appear at the appeal hearing in person, and shall have the right to be represented by counsel, submit evidence and to call witnesses in his or her behalf. After considering the testimony, evidence, and/or additional evidence, the Board of Trustees may sustain, reverse, or modify the decision of the Committee. All evidence and findings at said appeal hearing shall be taken by recording device or stenotype and transcribed, if requested, at the expense of the requesting party.

(d) As soon as practicable after said hearing, the Executive Director shall notify the applicant or member, in writing, of the Board of Trustees' final decision on said matter.

SECTION 5. REINSTATEMENT - Any person whose membership has been revoked or denied may make application for membership at any time after one year from the date of revocation or denial. Said membership may be reinstated upon a two-thirds vote of the Board of Trustees.

ARTICLE IV

SECTION 1. FISCAL YEAR - The fiscal year of this Association shall be from October 1 to September 30.

SECTION 2. FINANCIAL RESERVE FUND - The Board of Trustees shall have the authority to establish a financial reserve fund for the purpose of meeting and maintaining the financial strength with which to withstand an unforeseen decline of income or substantial increase in expenses. The Board shall from time to time review the amount and status of the reserve fund and change the mandatory reserve limits for the Association as appropriate.

ARTICLE V

SECTION 1. DUES - the annual dues for each category of Association membership shall be determined by majority vote of the Missouri Association of Osteopathic Physicians and Surgeons Board of Trustees. A separate rate of annual dues may be established by the Board of Trustees for each of the following categories of membership:

- (1) Regular members-Full dues paying
- (2) Regular members who are in their first, second and third full fiscal year of membership-Reduced dues paying
- (3) Disabled/Hardship members
- (4) Friends of MAOPS members
- (5) Part-time members
- (6) Postdoctoral members
- (7) Professional Associate members
- (8) Retired members
- (9) Student members

SECTION 2. PAYMENT - (a) The membership year shall begin on January 1 of each year, and membership dues shall be payable on said date. Any member whose dues remain unpaid on February 1, or a later date determined by special action of the Board of Trustees, shall become suspended and forfeit all membership privileges until such time the annual dues are paid. The membership dues rate applicable on January 1 for any individual is the rate applicable for that entire year for that individual.

(b) Reapplication for membership shall be required if the member has not been current for eighteen (18) months or more.

(c) New applicants for regular membership shall be entitled to receive full membership upon application and payment of the appropriate dues; however, if more than one-half of the year shall have passed, the amount shall be one-half of the appropriate dues.

(d) Exemptions from payment of dues, either in whole or in part, or special arrangements for payment of dues, may be granted by the Board of Trustees as it deems appropriate.

SECTION 3. SPECIAL ASSESSMENTS - The Board of Trustees may levy special and assessments so levied shall become a part of the dues for the current fiscal year in which such assessments are made. In event of non-payment of such assessments, members shall be subject to the same penalties as those imposed for non-payment of dues. Exemption in whole or in part from payment of such assessments may be granted by the Board of Trustees insofar as this Section relates to interns, residents, and such others as may be recommended by the Board of Trustees.

ARTICLE VI

SECTION 1. ANNUAL MEETING - The annual membership meeting of this Association shall be held at such time and place of the annual state convention of the Association as determined by the Executive Director with the approval of the Board of Trustees. Thirty (30) days' notice of such time and place shall be provided to all members of the Association.

SECTION 2. PRIOR TO AMERICAN OSTEOPATHIC ASSOCIATION - The annual meeting of the Association shall be held at least thirty-five (35) days prior to the meeting of the House of Delegates of the American Osteopathic Association.

SECTION 3. NOTICE - Notice of meetings of the Board of Trustees, the annual membership meeting, committees, and notice of any other functions of this nature shall be considered to be given when notice is published in the official publication of the Association, the official website of the Association, or is sent electronically or in another manner

approved by the Board. Other notices, not specifically provided for herein, shall be considered to be given when said notice is served upon the applicant or member by personal service as provided by the statutes of the State of Missouri.

ARTICLE VII

SECTION 1. OFFICERS DEFINED - The officers of this Association shall be the President, President-Elect, First Vice-President, Second Vice-President, Immediate Past-President, and Secretary/Treasurer. Those members who may hold office are regular, life, honorary life, part-time, disabled, and retired.

SECTION 2. ELECTION AND SUCCESSION - (a) A President-Elect, First Vice-President, and Second Vice-President shall be elected annually by the Board of Trustees to serve one year, or until their successors are elected and installed. The President-Elect shall succeed to the Office of President upon the election of a successor or as provided in (b). If the President-Elect is unable to succeed to the Office of President then the office and duties shall devolve upon the First Vice-President.

(b) In the absence of the President or inability or refusal to act, the President-Elect shall, by the authority of the Board of Trustees, perform the duties of the President, and when acting, shall have all the powers of and be subject to all the restrictions upon the President.

SECTION 3. EXECUTIVE DIRECTOR - (a) The Executive Director shall act as Secretary and keep a record of the business and proceedings of the Board of Trustees. The Executive Director shall give to the members of the Association, or to the members of the Board of Trustees, as the case may be, due notice of the time and place of meetings. The Executive Director shall perform such duties as are necessary for the arrangement and management of the annual meeting.

(b) The Executive Director shall be the Editor of official publications of the Missouri Association of Osteopathic Physicians and Surgeons, which shall be published and distributed to members of the Association. The Executive Director shall keep on file an accurate record of all transactions of the office, which shall at any time be subject to examination by the President or the Board of Trustees and shall perform such other duties as are prescribed by the Board of Trustees, not in conflict with these Bylaws. The Executive Director shall be authorized to employ or enlist personnel necessary for the proper conduct of the office, subject to the regulations of the Board of Trustees.

(c) The Executive Director shall act as Secretary/Treasurer of the Association and shall make all collections and have charge of the funds of the Association and shall pay all bills. At the expiration of the Executive Director's employment, he/she shall deliver to the successor all property of the Association in his/her possession. The Executive Director, before receiving the money of the Association, shall execute a bond for the faithful performance of his/her duty or MAOPS shall carry employee dishonesty coverage which will protect the Association from all employees of the Association. The bond shall be with a surety company and in an amount determined by the Board of Trustees or the employee dishonesty coverage shall be with the insurance company which insures the Association property, building and contents. All checks drawn in the name of the Association must be signed by the Executive Director and countersigned by the President of the Association or the President's designee.

(d) The Executive Director shall electronically, or by other means, forward to each Board member minutes of the previous meeting prior to the next regularly scheduled Board of Trustees meeting.

ARTICLE VIII

SECTION 1. AFFILIATE ORGANIZATIONS ESTABLISHED – Affiliate organizations of association may be developed based on a variety of factors including geography, specialty or other special interests in order to advance the mission of the organization. All affiliate organizations must meet requirements as set forth in policy approved by the Board of Trustees.

ARTICLE IX

SECTION 1. BOARD OF TRUSTEES COMPOSITION - The Board of Trustees shall consist of the President, President-Elect, First Vice-President, Second Vice-President, Immediate Past-President, twelve at-large member Trustees, a post-graduate physician, and one student Trustee from a Missouri college of osteopathic medicine. All Trustees shall be members of the Missouri Association of Osteopathic Physicians and Surgeons.

SECTION 2. NOMINATION AND ELECTION – At-large Trustees may be nominated by the membership, committees of the association, affiliate organizations and the Board of Trustees. From nominations received, the Leadership Development Committee will recommend a slate of candidates to be placed on a ballot for member consideration in accordance with policy approved by the Board of Trustees. An election will be held in accordance to policy approved by the Board of Trustees with each member of the organization entitled to one vote per open Trustee position. Elected Trustees will serve a three-year term. Student and Postgraduate Trustees shall be elected for a one-year term by the Board of Trustees at the annual membership meeting or by another method approved in policy following a nomination process also set forth in policy. Trustees may not serve more than two consecutive full terms. All Trustees will take an oath of office in public forum at the annual membership meeting or at a place and time determined by the Board of Trustees and will assume office immediately following the annual membership meeting. Those members eligible to serve as an at-large Trustee are regular, disabled, honorary life, life, part-time, and retired. Post-graduate and student members eligible to serve as Trustees must be training in a Missouri institution for the year in which they are serving.

A Trustee who fails to attend two consecutive Board of Trustees meetings annually without a written legitimate explanation for the absenteeism will be required to resign his/her seat on the MAOPS Board of Trustees. Vacated Trustee terms may be filled with a qualified member by the President and shall not count towards the term limit of a Trustee.

SECTION 3. CONDUCT OF BUSINESS - The Board of Trustees operating under the Bylaws and policies of the Association shall conduct the business of the Association. Board members may draw on the Association authorized and ordinary expenses in carrying out their duties. It shall meet during the annual convention and at other times on call of the President or by five members of the Board submitting a written request to the Executive Director. The Board of Trustees, by majority vote of the total Board membership, shall employ a full-time Executive Director. The Board of Trustees, by a majority vote of the total Board membership, may terminate the employment of the Executive Director.

A majority of the members of this Board shall be a quorum. The Board may make additional rules to govern its procedures and to govern matters connected with the annual convention.

SECTION 4. EXECUTIVE COMMITTEE - There shall be an Executive Committee, consisting of the President, President-Elect, the First Vice-President, the Second Vice-President, the Immediate Past-President, and the chairs of the Legislative and Finance and Audit Committees, to transact emergency business of the Association between the meetings of the Board of Trustees. The Committee shall be responsible to the Board of Trustees and shall report to the Board at the next meeting as well as to the members at-large through one of its publications.

The President of the Missouri Association of Osteopathic Physicians and Surgeons will serve as the official representative and spokesperson of the Association. The President shall serve as an ad hoc member of all Association committees. The President, at the beginning of his/her term, will appoint a Parliamentarian to preside over the conduct of business at all Board of Trustees meetings.

The President will perform other duties as designated in the Bylaws and has the authority to delegate responsibilities and duties to members of the Executive Committee as necessary to maintain the visibility and stability of the Association.

The President-Elect of the Missouri Association of Osteopathic Physicians and Surgeons shall serve as a representative of the Association and oversee the activities of Association committees as designated by the President.

The First Vice-President of the Missouri Association of Osteopathic Physicians and Surgeons shall serve as a representative of the Association and oversee the activities of Association committees as designated by the President.

The Second Vice-President of the Missouri Association of Osteopathic Physicians and Surgeons shall serve as a representative of the Association and oversee the activities of Association committees as designated by the President.

The Immediate Past-President of the Missouri Association of Osteopathic Physicians and Surgeons shall serve as a representative of the Association, a liaison to the President, and Chair of the Leadership Development Committee.

The President-Elect, First Vice-President, Second Vice-President, and Immediate Past-President will carry out other duties as requested by the President to maintain the visibility and stability of the Association and shall serve in additional capacities as designated in the Bylaws.

The Executive Committee shall carry out the policies and directives of the Missouri Association of Osteopathic Physicians and Surgeons' Board of Trustees.

SECTION 5. AUTHORITY TO ESTABLISH ENTITIES - The Board of Trustees is hereby authorized to create such trusts, foundations or other corporations as may be indicated in fulfilling the purpose of the Association.

SECTION 6. CONTRACTS - The Board of Trustees may authorize any officer or officers to enter in contracts or execute and deliver documents or instruments in the name of, and on behalf of, the Association. Such authority may be general or confined to specific instances.

SECTION 7. LOANS AND DONATIONS - The Board of Trustees shall have the power to loan or donate funds to osteopathic colleges and osteopathic students.

ARTICLE X

SECTION 1. ANNUAL MEMBERSHIP MEETING – A membership meeting shall be held at the time and place of the annual meeting of the association. The Executive Director shall notify all members of its time and location in the official publication of the association or other relevant methods at least 30 days in advance of the meeting. The President and/or a request of one-third (1/3) of the Board of Trustees shall have the power to call a meeting of the membership into session. Such meeting shall be at a reasonable time as deemed necessary.

SECTION 2. ATTENDANCE – All active MAOPS members may be in attendance at the annual membership meeting.

SECTION 3. PURPOSE – The purpose of the annual membership meeting is to provide a forum to discuss Association business, policies, and professional issues.

SECTION 4. ELECTION OF OFFICERS AND AOA DELEGATES - (a) The Board of Trustees shall elect all the officers of the Association except the Secretary/Treasurer. They shall elect the Delegates from the Association to the American Osteopathic Association House of Delegates.

(b) Election of the State Association officers and AOA Delegates by the Board of Trustees shall be in the following manner. Candidates for each office shall be considered by the Leadership Development Committee. The Leadership Development Committee shall submit for comment a slate of candidates to membership via the official association publication or other relevant means at least 30 days prior to the annual membership meeting. The slate of officers and AOA Delegates along with member comments will be presented to the Board of Trustees at the annual membership meeting for consideration. Officers and AOA Delegates shall be elected individually by a majority vote of a quorum of the present Trustees. The officers and AOA Delegates shall serve for a period of one year or until their successors are elected and installed. Officers may be re-elected to the same position. Officers will be installed at an appropriate time and location in open forum.

SECTION 5. QUORUM - A majority of the voting members of the Board of Trustees constitutes a quorum.

SECTION 6. CONDUCT OF BUSINESS - (a) Resolutions - May be submitted at any time by affiliate organizations, members, committees and authorized task forces, teams, and councils, or the Board of Trustees. Resolutions must be received at least 5 days prior to the meeting of the Trustees at which they will be considered. Resolutions must receive a two-thirds (2/3) majority vote of a quorum of the Board members present. All resolutions passed by the Board will become "pending policy" of the association. All "pending policies" will be presented to membership for a comment period of at least thirty (30) days, and will be published in the official publication of the Association or other manner approved by the Board. All submitted comments shall be presented for consideration to the Board at its next meeting. A two-thirds (2/3) vote of the Board is needed for final passage of any amended resolutions. Failure to achieve a 2/3 vote will result in the disapproval of pending policies and they shall be removed as official policy of the Association. Resolutions receiving no comments recommending change during the comment period will automatically become official Association policy and need not be reconsidered by the Board.

(b) Reports - Reports of all Committees, the President and the Executive Director shall be made at least annually to the Board of Trustees. The Board of Trustees shall receive a report annually from the Chair of the Association's Delegates to the American Osteopathic Association's House of Delegates.

(c) Appropriation of Funds - Any resolution proposing an appropriation of funds or assets shall be referred to the Finance and Audit Committee for a report on the availability of funds for the purpose specified at the same or next session of the Board of Trustees.

SECTION 7. PUBLICATION TO MEMBERSHIP - The final actions of the Board of Trustees shall be published in the official publication of this Association or disseminated to members in an equally effective manner as determined by the Executive Director and/or Board.

ARTICLE XI

SECTION 1. COMMITTEES ESTABLISHED - Except as otherwise provided in this Article, or Article IX, Section 4, the Chairs and members of such committees as may be deemed necessary by the President of the State Association shall be appointed by the President and shall report to the Board of Trustees when requested. Except as otherwise provided in this Article, or Article IX, Section 4, chairs of all standing committees shall be approved by the Board of Trustees.

SECTION 2. JUDICIAL COMMITTEE – This role shall be fulfilled by the Executive Committee (see Article IX, Section 4).

SECTION 3. STANDING COMMITTEES - Standing committees of the Association shall be as follows: Finance and Audit; Education and Convention; Leadership Development; and Legislative. The duties and functions of each standing committee shall be designated by the Board of Trustees or the President.

SECTION 4. ADDITIONAL COMMITTEES - Additional ad hoc committees, workgroups and/or task forces may be established by the President, Executive Committee, and/or Board of Trustees as deemed necessary. The President shall assign the chairs to any Ad Hoc committees, work groups, or task forces created. The committees will automatically dissolve upon completion of their assigned task(s) or annually upon the completion of the President's term.

SECTION 5. COMMITTEE MEETINGS - The Committee Chair shall give committee members reasonable notification of a committee meeting, including date, time and location. The Chair may establish the committee quorum. Committee minutes and/or reports shall be submitted to the MAOPS Board of Trustees for consideration.

ARTICLE XII

SECTION 1. DELEGATES TO THE AMERICAN OSTEOPATHIC ASSOCIATION HOUSE OF DELEGATES ELECTION – The officers of the Association (President, President-Elect, 1st Vice President, 2nd Vice President, and the Immediate Past-President) shall become the first five Delegates respectively to the House of Delegates of the American Osteopathic Association. The Board of Trustees at the annual meeting shall elect the remaining American Osteopathic Association Delegates, including at least three alternate delegates using the following process: Nominations may be made by affiliate organizations of the association, members of the association, committees, or the Board of Trustees, and will be considered by the Leadership Development Committee, and a slate developed. The slate will be submitted to membership for a thirty (30) day comment period prior to the annual membership meeting of the Board of Trustees. The Leadership Development Committee shall submit the slate and comments to the Board of Trustees for consideration and approval at the annual membership meeting. Election will be by majority vote of a quorum of the present Trustees. All AOA Delegates and Alternate Delegates will serve a term of one year, or until election of new delegates can occur. Should a Delegate or Alternate Delegate be unable to attend the AOA House of Delegates for any reason the President may appoint a replacement.

SECTION 2. QUALIFICATIONS - Only members of the American Osteopathic Association and the Missouri Association of Osteopathic Physicians and Surgeons are eligible for election as Delegates and Alternates.

SECTION 3. SUCCESSION - If, at the time of certification of American Osteopathic Association Delegates, more Delegates have been elected than are entitled to serve, the lowest ranking Delegate shall become first ranking elected Alternate Delegate, all other Alternate Delegates moving down accordingly. If at the time of certification of the

American Osteopathic Association Delegates, fewer Delegates have been elected than are entitled to serve, the highest ranking elected alternate shall become the lowest ranking Delegate, all other alternates moving up accordingly.

SECTION 4. MISSOURI DELEGATION CHAIR - shall be the Missouri Association of Osteopathic Physicians and Surgeons President.

SECTION 5. CAUCUS CHAIRMAN ELECTED - Members elected to serve as Delegates to the American Osteopathic Association House of Delegates shall after such election, nominate and elect from among such Delegates, a Caucus Chair to serve during the next following American Osteopathic Association House of Delegates meeting.

SECTION 6. REIMBURSEMENT - (a) A Delegate or an Alternate Delegate representing this Association as a Delegate in the House of Delegates of the American Osteopathic Association shall be reimbursed expenses as determined by the Finance and Audit Committee and approved by the Board.

ARTICLE XIII

SECTION 1. RULES OF ORDER - Meetings of this Association and its subordinate bodies shall be governed by Robert's Rules of Order, Newly Revised, and the special rules adopted.

ARTICLE XIV

SECTION 1. AMENDMENT - These Bylaws may be amended by the Board of Trustees at the annual membership meeting of the Board of Trustees by a two-thirds (2/3) vote of the Trustees present and voting. Proposed amendments to the Bylaws shall be submitted by the members, Board, committees, official task forces, teams, and councils, or Board recognized affiliate organizations, not less than sixty (60) days before the annual meeting. The Executive Director will at once forward transcripts of same to the Trustees and shall publish same in the official publication of the Association and/or in a similarly effective method prior to the annual membership meeting. The amendments shall take effect upon approval by the American Osteopathic Association Board of Trustees.

A. Administrative Policies

A.1: MAOPS Succession Plan and Associated Policies

MAOPS Executive staff shall review the organization's succession plan and internal policy manual at least every two years. All recommended changes, other than editorial, will be approved by the MAOPS Board of Trustees.

The most updated version of the MAOPS Succession Plan will be made available to all Trustees and Officers.



MISSOURI ASSOCIATION OF OSTEOPATHIC
PHYSICIANS & SURGEONS

Succession Plan

Updated September, 2015

Purpose

In order to ensure consistent coverage of key personnel and leadership duties and ongoing operations without interruption, the Board of Trustees has adopted the following procedures and policies. Succession of volunteer leadership is outlined in the MAOPS bylaws and is summarized in this document. Hired staff succession, especially the position of Executive Director, is a bit more complicated as two reasons for the departure of staff exists: expected and unexpected. This document outlines both expected and unexpected procedures and policies for staff and leadership to use in succession planning.

Part I: Volunteer Leader Succession

MAOPS elects new officers annually. The bylaws of the organization outline the succession of these leaders in Article VII. Sections 1 and 2.

SECTION 1. OFFICERS DEFINED - The officers of this Association shall be the President, President-Elect, Immediate Past President, First Vice-President, Second Vice-President, and Secretary/Treasurer. Those members who may hold office are regular, active honorary life, active life and retired.

SECTION 2. ELECTION AND SUCCESSION - (a) A President-Elect, First Vice-President, and Second Vice-President shall be elected annually by the membership to serve one year, or until their successors are elected and installed. The President-Elect shall succeed to the Office of President upon the election of a successor or as provided in (b). If the President-Elect is unable to succeed to the Office of President then the office and duties shall devolve upon the First Vice-President.

(b) In the absence of the President or inability or refusal to act, the President-Elect shall, by the authority of the Board of Trustees, perform the duties of the President, and when acting, shall have all the powers of and be subject to all the restrictions upon the President.

Since officers will basically move up one position due to either the expected or unexpected exit of the President, the office of 2nd Vice President shall remain unfilled until elections are held at the next meeting of the MAOPS membership. The Immediate Past-President shall fulfill any duties necessary to assist the President.

Part II: Planned Succession of the Executive Director

Prior to resignation of Executive Director

Effective planned succession of the Executive Director position involves cooperation between the current Executive Director, the Executive Committee, and the Board of Trustees. Involvement and input of each of these entities is essential to assure a seamless transition to a new Executive Director.

The first step in insuring this is to develop an appropriately negotiated employment contract with the current Executive Director, including a planned exit strategy. MAOPS currently does not have a contract with the Executive Director, nor have they previously. Not having a contract with the Executive Director has benefits and risks for both the organization and the employee, but when planning for succession, it can be detrimental to the Association.

Legal counsel should be involved in the preparation of the document to assure accuracy and legality. The contract should include a minimum amount of notice of the Executive Director leaving (minimum of 90 days). As Missouri is an “at will” state and an employee can quit with no notice, or be terminated with no notice, the Association should include an incentive clause for providing the maximum possible notice (possibly tiered, for providing more advance notice 91-365 days). Ideally, for a position of this nature, it is recommended that at least 180 day notice be given if at all possible.

If possible, a consulting agreement to provide transitional assistance to the newly hired Executive Director would be ideal, and could be negotiated at the time of the notice or after hiring a new Executive Director. This would obviously be dependent on the person hired and the intentions of the exiting Executive Director. In an arrangement such as this, the newly hired person would have direct access to the exiting employee for a period of time either onsite, offsite, or a combination of both.

After resignation of the Executive Director

Once the amount of time you will have to find a successor for the Executive Director is determined, a timeline should be established for accomplishing the task. The following is based on 180 days’ notice and would obviously have to be expedited should less notice be given.

A) Immediately after notice is given (0-1 week)

- Executive Committee will meet with outgoing Executive Director and coordinate a search plan and timeline.
- While the Executive Director should assist in providing notice and soliciting candidates, he/she should not be expected to select his/her replacement.
- The job description will be reviewed and updated as needed.

B) Set Salary Guidelines and Develop a Contract Template (0-2 weeks)

- In conjunction with the Finance and Audit Committee, set salary guidelines. Develop a general range with a maximum amount the organization is willing to offer based on the MAOPS compensation policy. Include benefits as well.
- Legal counsel should be retained to develop a contract template outlining expectations. Be careful that the Association does not get tied up into a multi-year contract that forces them to pay a high salary to a terminated employee. *Note: the current MAOPS retainer agreement with Brydon, Swearngen, and England does not include contract preparation. The Association should expect to pay attorney fees for this service.*
- It is recommended that the contract be for a single year. This can be extended after the Board is confident they have the correct person.

C) Seek Applicants for the Position (3-6 weeks)

- Notice of the job opening will be prepared and submitted to like-organizations. Additionally, local or regional advertising could be considered.
- Allied organizations will be contacted regarding the open position and potential candidates identified.
- If qualified candidates have not been identified within 60 days, a search firm should be considered.

D) Identify Potential Candidates (6-7 weeks)

- All applicants should be submitted to the Search Committee for vetting. Resumes should be reviewed carefully. The committee should meet to discuss potential candidates after ample time has been given to review all resumes.
- A list of candidates to interview should be developed. Be sure that all finalists are selected based on the job requirements.
- *Tip: Never hire someone you will have difficulty firing! ie. family member, another physician, close friends, etc.*
- Determine a date to hold interviews at the Central Office or another convenient place.

E.) Develop the interview strategy (0-7 weeks)

- The Search Committee should meet prior to interviews and develop questions and an interview strategy that can be implemented in the same manner to all candidates so all are considered equally.
- Staff can assist in developing a template once the interview strategy is determined.

F) Contact Candidates (6-7 weeks)

- The MAOPS President should contact finalists for in-person interviews and to collect any other information the committee members may want prior to the in-person interviews (ie. ask the candidate to write their philosophy on employee management, write a letter to a Senator on a specific issue, prepare a position paper on a particular topic, etc.). Do not be afraid to ask the candidate to do something like this. If they are serious about the job, they will embrace the opportunity. You can tell a lot about a person in this manner.

G.) Check References (7-8 weeks)

- Always check references. As with the interview questions, plan the questions to ask the references. The President should make these calls so he/she can gauge responses and compare. Results can be reported back to the Search Committee.

H.) Interviews (8 weeks)

- Hold the interview on your turf, preferably the Central Office.
- Use the same interview guide and format for each candidate.
- Allow time between interviews to briefly discuss each candidate (This also allows candidates to exit without running into the next interview.)
- Holding the interviews on a Saturday will allow you to then meet on Sunday to discuss candidates and make a decision (this could be to seek more applicants!)

I.) Evaluate Candidates and Selection of Finalist (9 weeks)

- If preferred, a conference call can be arranged to evaluate all the candidates.
- Provide one finalist to recommend to the Board of Trustees (or the Board may have delegated complete authority to hire to the Executive Committee).

J.) Board Ratification (10 weeks)

- Regardless of the authority the Board has given the Executive Committee to hire the new Executive Director, a Board vote to formally ratify the selection of the committee should be held.
- Ideally this would occur after the selected candidate was introduced to the Board and Trustees had an opportunity to ask questions.

K.) Notify the Candidate and Negotiate the Contract (11-12 weeks)

- The President of the Association should notify the candidate of his/her selection.
- Should the person accept the offer, other Executive Committee members should call the other finalists to thank them for their interest.
- Legal counsel should have a contract document prepared by this time. **(Be sure the contract has a planned exit component.)**
- Be sure to discuss transition time and/or consulting opportunities with the exiting Executive Director. While having this opportunity may prove valuable for some hires, others may not want or feel they need the assistance.
- If necessary, have legal counsel draft a “consulting agreement” for the exiting Executive Director.

L.) Announce the Hire (12 weeks)

- The Board should discuss how the hiring of the new Executive Director should be announced. The announcement should include allied organizations.
 - Press releases should be sent to:
 - All MAOPS and MSACOF members via email
 - Prognosis
 - ATSU and KCUMB
 - Jefferson City Tribune
 - Website
 - Missouri Board of Healing Arts
 - Missouri State Medical Association
 - Missouri Hospital Association
 - Missouri Academy of Family Physicians

M.) New Executive Director Begins (18-24 weeks)

- It must be assumed that the new Executive Director will want to provide as much advance notice as possible to his/her former employer. Six to twelve weeks should be expected.

Part III: Emergency Succession

While an unexpected exit of the Executive Director is potentially more traumatic to the Association, the same basic succession plan can be applied for an emergency succession. The Association does not want to hastily fill the opening, only to have to terminate the employee and conduct a proper search later on. The following plan is suggested in the case of an unexpected exit of the Executive Director. For the purposes of this document, “emergency succession” will be defined as the exit of the Executive Director with anywhere from 0-30 days of advance notice.”

A.) Choose an Interim Executive Director

- MAOPS has a written hierarchy to be used by staff. The following is the current order of succession:
 - Associate Executive Director
 - Director of Communications and Membership
 - Society Coordinator
 - Executive Assistant
- MAOPS has a unique situation currently as the Executive Director and Associate Executive Director are spouses. Should something happen to either of them, chances are the other is going to need time away from the office to get affairs in order. For this reason, the typical succession will not work, so it is suggested that the Director of Communications and Membership and Society Coordinator be moved into the positions of Interim Executive Director and Interim Associate Executive Director respectively.

- Discussions will need to be held with each as to their interest in being considered as a full time candidate for those positions. Regardless of the desires of these individuals, a search process should occur.
- The Interim Executive Director should have the authority to hire part-time assistance to help compensate for the lost positions.

B.) Officer and Trustee Roles during the Crisis

- Depending on the time of year this occurs, the leaders of the organization will need to step up during the crisis and perform duties typically expected of staff.
- Typical association activities should proceed seamlessly: District Visits; Newsletter Publication; Conferences; etc. This will take Board assistance.
- Leaders should expect to have to take time off of work in order to fulfill their commitments to the organization. It may be necessary to meet onsite to plan and/or interview candidates.

C.) Outline Association Activities for the Next Six Months

- The Board should discuss with staff all major activities and tasks for the next six months. To ensure a smooth transition, identify activities in terms of how essential they are to the seamless operation and growth of the organization. In other words, what can be temporarily put on hold and what cannot? **Procedures and Action Plans exist for all major activities.** Use these in assessing the near future.

D.) Determine Specific Roles for Specific Board Members

- In writing, document the responsibilities specific Board members will take on until the crisis is over.

E.) Follow the steps for Planned Succession

Part IV: Security and Authority

- The succession plan will be posted to the Board Resources page on the website, accessible to all Board members and Officers
- The President-elect will receive a copy at the annual meeting with the Executive Director
- A copy of the plan will be kept in the fireproof safe at the MAOPS Central Office
- A copy will be kept on file with the Association attorney.
- A copy will be kept in the Association's electronic files.

Executive Director Job Description

Basic Function

The MAOPS Executive Director serves as the chief executive officer for the Association and the William L. Wetzel Osteopathic Education and Research Foundation. He/she is responsible to the Board of Trustees for the effective conduct of the affairs of the Association and its affiliated bodies.

He/She will also serve as Executive Administrator of the Missouri Society of the American College of Osteopathic Family Physicians under a contract approved by the MAOPS Board of Trustees.

Authority/Responsibilities according to the MAOPS Articles of Agreement and Bylaws

The MAOPS Bylaws stipulate that the Executive Director will act as the Secretary and keep a record of business and proceedings of the Board of Trustees and should give due notice of time and place of

meetings. The Executive Director shall perform such duties as are necessary for the arrangement and management of the annual membership meeting.

The Executive Director shall be an ex-officio member of the Board of Trustees without the right to vote.

The Executive Director also shall be the Editor of official publications of the Association, keep on file an accurate record of all transactions of the office, and shall perform other duties as prescribed by the Board of Trustees, as long as they do not conflict with the Articles of Agreement and Bylaws of the Association.

The Executive Director shall be authorized to employ or enlist personnel necessary for the proper conduct of the office, subject to the regulations of the Board of Trustees.

The Executive Director shall serve as an officer of the Association in the capacity of Secretary/Treasurer of the Association and shall make all collections and have charge of funds of the Association and shall pay all bills. All checks drawn on the Association must be signed by the Executive Director and all minutes from Board meetings must be forwarded to all Trustees prior to the next regularly scheduled meetings.

The hiring and termination of the Executive Director is the responsibility of the Board, and can be done by a majority vote of the total Board membership.

Duties and Responsibilities to MAOPS

The Board of Trustees, in consultation with the Executive Director, should prioritize duties to ensure that job performance is matched with expectations of the Board. Within the limits of the Bylaws of the Association and policies established by the Board, the Executive Director, with appropriate delegation of authority where applicable:

1. Establishes administrative policies and supervises office operations.
2. Manages the finances of the association, including the preparation of an annual budget, periodic financial reports, and collection of dues and promotion of fund raising events.
3. Recruits, hires, determines compensation, and dismisses all staff employees of the association and develops and administers the staff personnel plan.
4. Provides periodic reports to the Board regarding affairs of the association, including recommendations for new and revised policies, programs and activities.
5. Ensures the legal integrity of the association and employs legal counsel when required.
6. Attends all meetings, prepares agenda and supporting materials, and maintains records of the Board of the association.
7. Serves as an ex-officio member of all association committees and monitors and assists all committees in their operation.
8. Encourages volunteer participation in the affairs of the association and develops programs for the participation of association members.
9. Maintains a high awareness of the principles, history and development of the osteopathic profession in Missouri and the United States.

10. Keeps association members informed of developments in the profession, relations with governments, major activities of the staff, and all other information important to members in the efficient and productive conduct of their profession.
11. Plans and conducts a public relations program to enhance awareness of the osteopathic profession in Missouri, and to assist members in conducting public relations efforts in their own localities.
12. Prepares and coordinates an annual legislative program for the association and oversees all legislative liaison activities with the state legislature and representatives in the United States Congress.
13. Prepares and coordinates a membership recruitment and retention program.
14. Plans and coordinates the continuing medical education and professional development programs including the annual conference in conjunction with the Education and Convention Committee.
15. Maintains contact with, and provides information and support to, all students attending Missouri's osteopathic colleges.
16. Establishes and maintains relationships with administrators and key staff at the Missouri colleges of osteopathic medicine.
17. Maintains liaison relations with those state and federal government agencies and institutions that are involved in physician licensing, determination of healthcare fees and services, and all other programs related to or impacting healthcare.
18. Assists, coordinates and maintains records for the annual membership meeting of the association.
19. Oversees the building and other property of the association.
20. Oversees and assists with maintaining the Association Management System, including assurance that the database and website is updated, and provides relevant information for staff and members.
21. Maintains membership and participation in professional associations for association management including the Association of Osteopathic State Executive Directors.
22. Serves as an Ex Officio Board member of Primaris and volunteers for Primaris committees and related activities, ensuring MAOPS representation.
23. Performs other duties as requested by the Board of Trustees, as the described responsibilities should not be construed as all the duties of the job description.

Internal Relationships

All staff employees of the association shall be responsible to and report to the Executive Director. Communication of all employees with the Board of Trustees of the association, as well as with all other parties, shall be with the prior knowledge and consent of the Executive Director.

External Relationships

The Executive Director shall serve as general spokesperson for the association in all those efforts and endeavors that serve to enhance the image and reputation of the association and the general understanding

and well-being of the osteopathic profession. Toward this end, the Executive Director keeps informed or participates when important, in meetings and activities of groups external to the association, such as the Association of Osteopathic State Executive Directors, other provider organizations and associations, public or private organizations concerned with health care issues, consumers' groups and so forth.

The Executive Director initiates and maintains communications and working relations with the leadership and staff of the American Osteopathic Association, and keeps the national association aware of the activities of the association and events in Missouri that affect the osteopathic profession.

A.2: Conflicts of Interest Statement and Disclosure Form

The Board of Trustees must act at all times in the best interests of the Missouri Association of Osteopathic Physicians and Surgeons (MAOPS) and not for personal gain or financial enrichment. When encountering potential conflicts of interest, board members shall identify the potential conflict and, as

required, remove themselves from all discussion and voting on the particular matter. Specifically, the Board of Trustees shall:

1. Avoid placing (and avoid the appearance of placing) one's own self-interest above that of MAOPS; while the receipt of incidental personal benefit may necessarily flow from certain MAOPS activities, such benefit must be merely incidental to the primary benefit to MAOPS and its purposes;
2. Not abuse their board membership by improperly using their board membership or MAOPS staff, services, equipment, materials, resources, or property for their personal or private business gain or pleasure, and shall not represent to third parties that their authority as a Board member extends any further than that which it actually extends;
3. Not engage in any outside business, professional, or other activities that would directly or indirectly materially adversely affect MAOPS;
4. Not engage in or facilitate any discriminatory or harassing behavior directed toward MAOPS trustees, staff, members, meeting attendees, exhibitors, advertisers, sponsors, suppliers, contractors, or others in the context of activities relating to MAOPS;
5. Not solicit or accept gifts, gratuities, free trips, honoraria, personal property, or any other item of value from any person or entity as a trustee or indirect inducement to provide special treatment to such donor with respect to matters pertaining to MAOPS without fully disclosing such items to the Board of Trustees;
6. Not persuade or attempt to persuade any member, exhibitor, advertiser, sponsor, subscriber, supplier, contractor, or any other person or entity with a relationship to or with MAOPS to terminate or curtail its relationship to or with MAOPS or to in any way reduce the monetary or other benefits to MAOPS of such relationship.

To help avoid any conflicts of interest, disclose ownership or other proprietary interests, responsibilities, circumstances, or other reasons why you (or, by extension, any member of your family) might have an actual, apparent, or potential conflict of interest with your duty to MAOPS both in respect to the conflicts prohibited above and any others. You hereby invite further review by MAOPS of any aspects of these circumstances that might be considered appropriate. In addition, you agree to take other steps, such as avoiding deliberation and resolution of certain issues or even withdrawing from your membership on the Board of Trustees, if it is determined that such steps are necessary to protect the integrity of the Board of Trustees and avoid the breach of your fiduciary duty to MAOPS. Finally, during such time as you continue to serve on the Board of Trustees, you agree to notify the MAOPS Executive Director and President promptly if and when you determine that any additional actual, apparent, or potential conflicts of interest with your duty to MAOPS arise subsequent to the execution of this form. Please complete the appropriate section below:

____ I have an actual, apparent or potential conflict(s):

____ I do not have any actual, apparent, or potential conflicts.

Signed: _____ Date: _____
MAOPS Board Member

A.3: Whistleblower Policy

This Whistleblower Policy of the Missouri Association of Osteopathic Physicians and Surgeons (MAOPS) encourages staff and volunteers to come forward with credible information on illegal practices or serious

violations of adopted policies of the Association; specifies that the Association will protect the person from retaliation; and identifies where such information can be reported.

1. Encouragement of Reporting

MAOPS encourages complaints, reports, or inquiries about illegal practices or serious violations of MAOPS policies, including illegal or improper conduct by MAOPS itself, by its leadership, staff, or by others on MAOPS behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting or audit matters, ethical violations, or other similar illegal or improper practices or policies.

2. Protection from Retaliation

MAOPS prohibits retaliation by or on behalf of MAOPS against staff or volunteers for making good faith complaints, reports, or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith, but prove to be mistaken. MAOPS reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports, or inquiries or who otherwise abuse this policy.

3. Where to Report

Complaints, reports, or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the basis for the complaints, reports, or inquiries. They should be directed to the MAOPS executive director or president; if both of those persons are implicated in the complaint, report, or inquiry, it should be directed to the president-elect. MAOPS will conduct a prompt, discreet, and objective review or investigation. Staff or volunteers must recognize that MAOPS may be unable to fully evaluate a vague or general complaint, report, or inquiry that is made anonymously.

A.4: Selling and Distribution of MAOPS Membership List

In order to protect the information entrusted to us by our members, the MAOPS membership list will not be sold or shared with any entities other than the Auxiliary to MAOPS, the William L. Wetzel Osteopathic Research and Education Foundation, the Missouri Society of the American College of Osteopathic Family Physicians, the Missouri Chapter of the American College of Osteopathic Internists, the Missouri Osteopathic Political Action Committee, MAOPS District Osteopathic Associations, the AOA, and AOA state affiliates.

If deemed informative and/or useful, entities wanting to disseminate information to MAOPS members can request staff to send out information on their behalf at an appropriate fee.

A.5: Association Automobile

The Association automobile is purchased for the use of the Executive Director for the conduction of association business, as a representative of the association, and for personal use. The vehicle may also be used by other MAOPS staff at the direction of the Executive Director. In an effort to prevent vandalism to the vehicle and undue attention to the MAOPS Central Office building the Board directs staff to not leave the automobile unattended on MAOPS property during non-business hours. The Executive Director and/or delegated staff shall make reasonable efforts to protect the vehicle while in their possession.

A.6: MAOPS Anti-trust Avoidance

The Missouri Association of Osteopathic Physicians and Surgeons is a not-for-profit organization. It is not organized to and may not play any role in the competitive decisions of its members or their employees, nor in any way restrict competition among members or potential members.

In order to ensure that the Association and its members comply with antitrust laws, the following principles will be observed:

- ❖ The Association or any committee or district, or activity of the Association shall not be used for the purpose of bringing about or attempting to bring about any understanding or agreement, written or oral, formal or informal, expressed or implied, among two or more members or other competitors with regard to prices or terms and conditions of contracts for services or products. Therefore, discussions and exchanges of information about such topics will not be permitted at Association meetings or activities.
- ❖ There will be no discussions discouraging or withholding patronage or services from, or encouraging exclusive dealing with any supplier or purchaser or group of suppliers or purchasers of products or services, any actual or potential competitor or group of actual potential competitors, or any private or governmental entity.
- ❖ There will be no discussions about allocating or dividing geographic or service markets or customers.
- ❖ There will be no discussions about restricting, limiting, prohibiting, or sanctioning advertising or solicitation that is not false, misleading, deceptive, or directly competitive with Association products or services.
- ❖ There will be no discussions about discouraging entry into or competition in any segment of the marketplace.
- ❖ There will be no discussions about whether the practices of any member, actual or potential competitor, or other person are unethical or anti-competitive, unless the discussions or complaints follow the prescribed due process provisions of the Association's bylaws.
- ❖ Certain activities of the Association and its members are deemed protected from antitrust laws under the First Amendment right to petition the government. The antitrust exemption for these activities, referred to as the Noerr-Pennington Doctrine, protects ethical and proper actions or discussions by members designed to influence: 1) legislation at the national, state, or local level; 2) regulatory or policy-making activities (as opposed to commercial activities); or 3) decisions of judicial bodies. However, the exemption does not protect actions constituting a "sham" to cover anticompetitive conduct.
- ❖ Speakers at committees, educational meetings, or other business meetings of the Association shall be informed that they must comply with the Association's antitrust policy in the preparation and the presentation of their remarks.
- ❖ Meetings will follow a written agenda. Minutes will be prepared after the meeting to provide a concise summary of important matters discussed and actions taken or conclusions reached.

At informal discussions at any site of any Association meeting all participants are expected to observe the same standards of personal conduct as are required of the Association in its compliance.

A.7: MAOPS Disaster Plan

The MAOPS Disaster Plan will be reviewed and updated by Executive staff at least every two years. All recommended changes, other than editorial, will be approved by the MAOPS Board of Trustees.

The most updated version of the MAOPS Disaster Plan will be made available to all Trustees and Officers.



MAOPS Disaster Plan

A plan to guide MAOPS leaders and staff in the event of a short-term or long-term office closure

Overview and Goal

Sudden events can arise that prevent MAOPS from operating as usual. These include short-term office closures resulting from adverse weather, power outages, and illnesses, but also long-term closures due to more serious disasters necessitating office closure due to building safety. It is essential, regardless of the type of closure of the physical office building, that a contingency plan be in place so that staff can carry on the business of the association with as little disruption to member services as possible and with no disruption to staff employment status.

With technology, all authorized MAOPS staff is able to work from remote locations, including their homes, leading to virtually seamless office operations in the event of almost any disaster, short- or long-term, as long as the employee has an internet connection and electrical power.

For the purpose of this disaster plan, a short-term closure will be defined as anything from ½ day through 5 business days. These are events that have caused no or minimal structural damage to the Central Office building, but require staff to be out of the office for a period of time. Examples include: illness, power outages, and inclement weather. Long-term closures will be defined as those that result in the Central Office being closed for longer than five business days. This type of closure means the office building has suffered significant structural damage either inside, outside, or both.

Solutions to both short- and long-term closures can be addressed in virtually the same manner with the technologies discussed in this document.

While a major disaster may seem a remote possibility, it is a distinct possibility. A minor disaster, resulting in short-term closures is a reality, as each year it is common to have weather events that do not allow employees to arrive at work safely. Rather than closing the office, the following plan will allow the office to stay open and authorized employees the ability to work from home without taking vacation days or paid days off. It also minimizes or eliminates the need to shut down Central Office operations due to adverse weather or other short-term events leading to the physical office building closure.

The primary goal of this plan is to ensure that the authorized Central Office staff can safely conduct the business of the association in such a manner that members do not realize employees are working offsite thus creating a seamless transition from the Central Office to a remote location to conduct business. In meeting this goal, we must be able to ensure the following:

- 1) Employee safety
- 2) Continued employment of all employees
- 3) Efficient and productive work flow and member services
- 4) Minimal disruption to employee and member lives

Issues to Address:

In order to ensure the above goal is met the following components must be addressed:

- 1) Workplace
- 2) Computer/Electronic Technology, including access to the association's electronic files and Association Management System.
- 3) Phone System technology
- 4) Employee Policy
- 5) Mail Service
- 6) Key Documents

Workplace

Due to available technology, office closures will pose no significant problems to the association. Authorized staff can simply work from home during both short- or long-term closures. No significant disruption of association work flow should occur. It is recommended that the association periodically assesses this disaster plan and upgrade technology and procedures to better accommodate the current environment. This will allow business to occur as usual and allow employees to continue to work and avoid layoffs due to an extended closure. As Internet access and mobile phones are as common as radios and televisions in homes, it is expected that authorized employees will have such service available to them.

Authorized employees have access to company files, the website, and database from offsite locations including hotels, homes, etc. Addition of a cloud-based secured backup server ensures that this can continue even when worst case scenarios occur.

Computer/Electronic Technology

In the event of a disaster, STI, Inc. should be contacted immediately to assist staff in accessing needed backup files.

Each authorized MAOPS employee has their own laptop with software appropriate to access needed files from outside the office. All laptops are configured appropriately for employees and each is responsible for ensuring that policy is followed for their care.

One important piece of equipment that will be difficult to access for employees working from home should it be destroyed is the office copier. During certain times of the year, the copier is essential to proper business functioning (solicits, fundraisers, etc.). For day to day copying, an inexpensive printer could be purchased for each employee to use at home. This does not have to be done in advance of a disaster, but should be done immediately once needed. The estimated cost to purchase serviceable printers for all staff is \$1,000. All associated supplies (paper, ink, etc.) would also be furnished by the association. Authorized employees will purchase needed supplies using the association's tax identification number and company credit card. All receipts would need to be turned in with the monthly statement.

Large copy jobs would be outsourced to mailing companies or printers in order to ensure timeliness and maintain cash flow. A significant disruption to the annual solicits or annual convention mailings could cause major cash flow issues if not addressed. There are several companies in the area that can provide the necessary services and should be contacted immediately in order to secure services and determine a course of action.

Disbursements, deposits, and payroll are all important considerations in the event of a disaster. With offsite Internet access, payroll is not an issue. Currently Siever and Forck, CPAs prepares the payroll calculations and payroll tax forms and the Associate Executive Director generates the direct deposits to employee bank accounts and creates the online transactions to pay federal taxes and deposit the 401(k) funds. All of these functions can be performed by Siever and Forck in the event of a disaster for a nominal fee.

Disbursements would also be handled by the Associate Executive Director, much in the same manner as is currently done. Siever and Forck currently is electronically sent a list of disbursements from which they prepare checks weekly. All checks are sent to the chair of the Finance and Audit Committee for signature, then returned for the signature of the Executive Director. Should a short-term or long-term closure occur, it may be necessary to have a local signer (currently, Neal LaPointe, DO) sign the checks temporarily in order to expedite the process. This is as is currently done in the event the chair of the Finance and Audit Committee is unable to sign the checks (on vacation, etc.).

Deposits are currently done with the use of an electronic deposit machine at the Central Office. Should this be unavailable for even a short period of time, alternate arrangements would have to be made. Incoming mail, including incoming deposits would be forwarded to the temporary mailing address, currently the home of the Executive Director. In the event the electronic deposit device is destroyed, deposits will be physically taken to the banks until an electronic deposit machine can be purchased. This will need to be a priority purchase following the disaster. With our without an electronic deposit device, checks and credit cards must be securely stored at the worksite. This will necessitate lockable fireproof storage cabinets at the homes of the Executive Director and/or Associate Executive Director. This will also allow a second storage location for sensitive and important Association documents. Should these employees wish to not have such storage available at their homes, it will be their responsibility to locate an offsite secure location to store such information and to ensure that all such information is secured on a daily basis, per MAOPS policy.

Phone System Technology

MAOPS purchased a new phone system in 2010. The system allows staff to remotely change messages. This means for short-term closures staff can set messages from their home or cell phone to let callers know the office is temporarily closed. Currently this can be used when winter weather prevents employees from traveling safely. A phone message stating the following should be recorded:

“You have reached the Missouri Association of Osteopathic Physicians and Surgeons. Due to inclement weather in the area, the Central Office staff is working from their homes at this time. You may leave a message or each is accessible via email. Please visit the MAOPS website at www.maops.org in order to email specific staff members. They will get back with you as soon as possible.”

All staff currently has integrated messaging so any message left for them via phone is automatically sent to their email account. This can then be checked almost immediately and the member contacted. The member also has an option to visit the website and email staff.

In the event the Central Office phone system is completely destroyed or affected by a power outage, members can access the website where a message will be posted directing them to staff emails. Executive staff could also supply their cell phone numbers from the website if necessary, or send a mass email to all members explaining the situation and providing a cell number to use in the case of emergencies.

The phone system is a slight barrier to seamless operation in the event of an office closure in terms of member service. Should it be destroyed it will take time to install a temporary system or re-route phone calls to employee cell phones. STI estimates it would take 2-3 days to get some sort of temporary phone service worked out. Should this need occur STI should be contacted immediately in order to begin planning and implementing a temporary phone plan. An email from the Central Office to all members will be sent to inform them of the situation and the best method to contact staff.

Should the current system not be destroyed but need service, Towner Communications should be contacted immediately as they are the current service providers. However, in the event a new phone system is needed, Towner Communications is not recommended as a future vendor.

Employee Policy

A short-term office closure (1-5 days) could occur for a variety of reasons mainly associated with inclement weather. Current technology allows staff to continue to work with little disruption during these times. With Internet access all employees can work from home and access all company files and the Association Management System. Power outages at the Central Office can be overcome by accessing the cloud-based server. Power outages at the homes of employees, however, will not be able to be worked around.

All employees are asked to notify the Executive Director in the event they do not feel they are capable of safely traveling to the Central Office. Authorized employees have three options during inclement weather should they be unable to make it in: 1) take Paid Time Off or Vacation, 2) work from home, or 3) use unpaid time off. To ensure that the association is protected from abuse of these privileges, employees choosing to work from home are expected to follow the below policy:

- 1) Plan ahead if inclement weather or family issues are expected to ensure appropriate equipment and materials are available at home.
- 2) Notify the Executive Director of intent to work from home as soon as possible, but definitely prior to normal work hours
- 3) Employees must have appropriate and efficient (not dial-up) Internet access at home and the technology available to work as if in the office
- 4) Employees must be available by phone and email during work hours and respond appropriately
- 5) Employees must submit a list of accomplished tasks upon return to work.
- 6) Employees must be willing to meet in person upon request as well as to be available via phone, conference call, and/or webinar at all times during normal business hours.
- 7) Should the employee be unable to perform necessary work efficiently from home or meet the above conditions, the employee will need to decide either to work from the Central Office or use personal/vacation time. Employees with no personal/vacation time must use unpaid time off.

Current technology implemented in the recent past already allows authorized employees the opportunity to work from home when necessary. This is not only appreciated by the employees, but considered a major benefit to some.

Should the building be destroyed, the association could be looking at a 12+ month process of having a physical structure built. In the event of a long-term office closure, it is not only vital that the association be able to function seamlessly for our members, but that employees are supported. The last thing we want is to have to let loyal and skilled employees go because we have no method to conduct business. The cloud-based technology not only allows this to happen, but allows us to thrive during a difficult time.

Staff will be able to meet as a group via conference calls and webinars using a variety of technologies. Occasional onsite staff meetings will be necessary and can be arranged at local hotels, the YMCA, or Lincoln University.

Mail Service

Mail is currently delivered to the Central Office building Monday-Friday. Mail is brought inside by the postman. Should the building be destroyed or be uninhabitable for a period of time, executive staff must immediately report to the Post Office and make arrangements for mail to be held for pick up or to be forwarded to another address. At this time it will need to be decided if the office address should be changed to a P.O. Box until the structure is once again habitable or if mail will be forwarded to a specific address. Mail service should not be disrupted to any great extent.

Outgoing mail must be delivered directly to the post office for mailing or assigned staff can mail from their place of residence or temporary office setting. Staff is encouraged, when possible, to mail all association mail from a post office during emergency closures.

Key Documents

It is imperative that the association's key governing documents and guides be preserved in the event of office destruction. Again, with today's technology, this is easily accomplished. All such documents are stored in electronic files which are updated to offsite servers. The American Osteopathic Association also maintains copies of the association's key governance documents including: Bylaws, Articles of Incorporation, the most recent tax return, and most recent state recognition.

Summary of Steps in the Event of a Disaster

1. MAOPS staff will meet in person immediately to discuss needs, issues, barriers to success, and solutions to those barriers.
2. The MAOPS Executive Committee will meet immediately after staff have identified needs to approve necessary steps and expenditures to ensure uninterrupted member service and to outline a plan to move forward, including prioritizing services.
3. An emergency Board meeting will be called to update Board members on the issue and receive approval for all actions.
4. Employees will begin working from home as soon as feasible with no disruption to their workflow or employment status.

Key Contacts During a Disaster Situation

Accountant

Siever and Forck, CPA's
1620 Southridge Drive
Jefferson City, MO 65109
573-636-5507

American Osteopathic Association

Diana Ewert
Director, AOA Affiliate Affairs
dewert@osteopathic.org

Association Management System (website and database)

YourMembership
727-827-0046

Affinipay
Shirley White
6200 Bridgepoint Parkway
Building 4, Suite 200
Austin, TX 78730
866-376-0950
swhite@affinipay.com

Auditor

Baer & Edington, Inc.
David Seabaugh, CPA
2842 Sappington Drive
Jackson, MO 63755
573-243-4343
David.seabaugh@baeredington.com

Bank Contacts

Central Bank
238 Madison Street
P.O. Box 779
Jefferson City, MO 65101
573-634-1145

Central Bank
Daniel Toosley
238 Madison Street
P.O. Box 779
Jefferson City, MO 65101
573-634-1292
daniel.toosley@centralbank.net

Copier

GFI
Tyler Beck, Account Manager
3225 Emerald Lane, Suite B
Jefferson City, MO
573-659-8888, ext. 686
tbeck@gfidigital.com

Employee Health Insurance Agent

Jim Howard
573-634-6297

Financial Advisor

Max Fisher, Edward Jones
999 Diamond Ridge, Suite 200
Jefferson City, MO 65109
573-635-6100
Max.fisher@edwardjones.com

Insurance Agency

Naught-Naught
Pam Eskens
1441 Christy Drive
Jefferson City, MO 65101
573-634-2727
peskens@naught-naught.com

Legal Counsel

Johnny Richardson, JD
312 E. Capitol Ave
Jefferson City, MO 65102
573-635-7166
johnnyr@brydonlaw.com

Jamie Cox, JD
312 E. Capitol Ave.
Jefferson City, MO 65102
573-635-7166

Office Technology

STI Technologies Inc.
John Smallwood, President
1600 Southwest Blvd.
Jefferson City, MO 65109
573-761-4400
john@stijc.com

Phone System

Towner Communications
2511B Industrial Drive
Jefferson City, MO
www.calltcs.com
866-225-5827

Phone Service

Mediacom
1922 Southridge Drive
Jefferson City, MO 65109
800-479-2028

Printing and Mailing Agencies

AAA Mailing Service
5224 Business 50 West
Jefferson City, MO 65101
573-893-7679

Modern Litho/Brown Printing
Linda Laucks

411 Madison St.
Jefferson City, MO 65101
573-644-6212; linda@brownprinting.com

A.8: Staff Laptops

Laptop computers are issued to authorized employees as primary computers for the office. Laptops will offer employees greater flexibility in emergency situations, allow easier compliance with the MAOPS Disaster Plan, and provide greater access to computers at conferences.

In order to ensure proper care and due diligence by employees, the following is expected:

- 1) Laptops should be transported only if in the protective bags purchased specifically for this purpose.
- 2) The highest care of the laptops needs to be taken in and out of the office. Damage not covered by warranty due to negligence and accidents will be the responsibility of the employee. Shipping charges and deductibles to repair damages due to neglect will also be the responsibility of the employee.
- 3) While the laptops have virus protection software, protection of the laptop from viruses is the responsibility of the employee. Laptops should be used to access only trusted sites.
- 4) Employees are responsible for bringing laptops back to work with them each day. Failure to do so will necessitate retrieving the computer on the employee's time (ie. use Paid Time Off) for the time it takes to retrieve the computer.
- 5) Laptops are for the purpose of conducting the business of the association only. Damage to computers for reasons other than this are the responsibility of the employee.
- 6) Absolutely no software of any kind should be downloaded to MAOPS computers by employees without written permission from the Executive Director. This includes downloads of games and videos. MAOPS technology service provider will periodically monitor all computers for such downloads.

Employee Signature

Date

A.9: Staff Ability to Work from Home during Inclement Weather, Disaster, or Personal Issues

With current technology there will rarely be a necessity to close the Central Office due to inclement weather. In fact, with technology and with employees often commuting long distances to the Central Office, there are times when weather may be inclement in Jefferson City, but not in the areas where employees live (or vice versa). Technology allows business of the association to continue in these instances.

No employee will be asked to travel to the MAOPS Central Office in weather in which the employee feels uncomfortable to safely travel. However, employees should also not expect to be excused from work duties due to their decision not to travel. Technology, used appropriately, allows this flexibility.

Similarly, personal issues often arise necessitating employees being away from the office. In the past, employees had to take paid time off (PTO) or vacation for these issues (ie. sick child, appliance installation, etc.), resulting in lost productivity. Technology, if used appropriately, will enable authorized

employees to work from home in these instances as well. This ability benefits both the employee and the association if used responsibly.

With flexibility from both the employee and employer (MAOPS) technology can be used to provide greater efficiency for the association. In order to ensure that company time is used efficiently and ensure consistent parameters for using technology for working from home (or offsite) the following criteria will be expected from all employees:

- 1) The Central Office should not be left unattended due to employee(s) desire to work from home. The Executive Director reserves the right to decline non-emergency related requests in order to prevent this.
- 2) Employees must be able to work from home (offsite) as efficiently as from the Central Office. The following criteria must be met:
 - a. The employee must be available via telephone (to members and staff) during normal work hours.
 - b. The employee must be able to access and use their MAOPS email account during normal work hours,
 - c. The employee must be able to remotely access all company files during normal work hours
 - d. The employee must have a working Internet connection during normal work hours
 - e. The employee must be engaged in organization work during normal work hours.
 - f. The employee must remember that we are a membership organization and employees must be responsive to member needs during the course of a normal day. If for any reason and employee is unable to perform this function, paid time off must be used.
 - g. The employee is responsible for taking necessary steps to maximize productivity including planning backup assistance by coworkers in the office, set up and maintenance of the remote worksite including necessary office equipment, furniture, and insurance.
- 3) Personal emergencies should be communicated to the Executive Director as soon as possible. Work from home may be approved without necessitating using paid time off if work can be performed efficiently as described above and the privilege has not been overused/abused by an employee in the past.
- 4) Employees are asked to use their best judgment in determining whether to request to work from home, work from the Central Office, or take paid time off due to inclement weather. Even with technology, certain duties require a Central Office presence. Abuse of the privilege of working from home could result in its loss for individual employees.
- 5) All employees should discuss intent to work from home with the Executive Director in advance whenever possible. In emergency situations communication with the Executive Director via email is appropriate. The Executive Director reserves the right to decline requests.
- 5) Employees should expect to verify work accomplished at home if requested.

Examples:

- 1) We receive a 4" snowfall and an employee doesn't feel comfortable driving to the office. If all the conditions in #2 above are met, and it is approved by the Executive Director, no PTO need be used.
- 2) We receive a 4" snowfall and an employee doesn't feel comfortable driving to the office but the employee does not have electricity. In this case, the employee is unable to conduct the work of the association and must use PTO.

- 3) An employee's child is sick and they wish to work from home to be with their child. If all the criteria in #2 above can be met, and it is approved by the Executive Director, no PTO need be used.
- 4) An employee's child is sick and they wish to work from home to be with their child. However, the employee, for some reason, is unable to access their company email. The employee cannot work as efficiently as in the office and must use PTO.
- 5) An employee's child is sick and they wish to work from home to be with their child. However, in the middle of the day the child must be taken to the doctor. The employee must take PTO for the time they were unable to work from home OR they could make that time up after normal work hours (ie. in the evening) on the day in question without taking PTO.
- 6) We receive 12" of snow and the state Highway Patrol advises against travel. Employees should NOT travel to the Central Office, BUT should be able to work from home using technology as all conditions above apply. Employees are expected to work to the best of their ability or use PTO.
- 7) We receive 12" of snow and the state Highway Patrol advises against travel. Employees should NOT travel to the Central Office, in this instance, the Central Office is without power meaning phone, internet, and server are unavailable to employees. The Executive Director will officially close the Central Office and employees will not be expected to work, use PTO or vacation.

B. Committee Policies

B.1: MAOPS Committee Member Handbook

MAOPS staff will review and update the "MAOPS Committee Member Handbook" at least every two years. Major changes and/or policy additions, deletions, or updates will be approved by the MAOPS Board of Trustees.

The handbook will be made available for all members and will be sent to prospective committee members annually. All members selected to serve on a committee will receive an electronic version of the handbook for their review.

Committee appointees may be asked to complete a written attestation that they have received and reviewed the manual and understand the expectations of a MAOPS committee member.

MAOPS Committee Member Handbook

A guide for those who volunteer their time to promote and advance the osteopathic profession



Last updated August 2016

MAOPS Committee Member,

I, and the rest of the MAOPS Central Office Team, look forward to working with you in your capacity as a MAOPS committee member. By becoming actively involved in MAOPS through committee work, you will help set the course for the organization's future!

Committees are the “heart and soul” of membership organizations. Without dedicated volunteers such as you, the association would not be the effective, efficient body that it is. MAOPS has become one of the leaders in healthcare advocacy in Missouri due to the hard work of previous generations of DO's. Although times have changed dramatically since MAOPS was founded in 1897, the mission of MAOPS has remained the same: to advocate for the profession. You, as a committee member, will now be a key component in advancing the MAOPS mission and vision.

This manual is meant to serve as a resource for you during your service to the organization. It is important that all MAOPS leaders be familiar with the policies that govern the organization. This manual provides a detailed overview of those policies and expectations. However, you may have questions outside the scope of this manual. These are the times to contact the helpful MAOPS Central Office Team. We are here to serve you as you serve your profession. Please do not hesitate to call at any time.

Thank you for giving your time to serve the association and the profession! I hope that when you become an engaged committee member, you will find the experience enjoyable and will further appreciate all that MAOPS does for your profession.

Sincerely,
Brian Bowles, M.Ed.
Executive Director

Overview:

Well-informed committee members lead to productive committees. This manual is meant to provide committee members with an overview of the organization's structure, function, policies, procedures, and expectations to help ensure that MAOPS has the most productive committees possible.

High Performing Committees (adapted from Bob Harris, CAE)

High performing organizations have high performing committees. In order to be "high performing" a committee and its members must:

- Understand the committee's fit and importance with the organization's Mission and Vision
- Be passionately engaged
- Consider committee succession to ensure a quality committee in the future
- Think BIG – create a new program, curriculum, meeting, or revenue source
- Interface with other committees to maximize outcomes
- Be accountable for commitments
-

Committee Common Sense (adapted from Bob Harris, CAE)

- Prepare for meetings
- Respect the chair, agenda, and rules of order
- Bring a calendar, start and end on time
- Know the mission and goals
- Listen more than you speak
- Check personal and political agendas at the door
- Respect confidentiality
- Don't speak for the organization without authority
- Support the Board; don't bad mouth any action or person (dissenting votes can be noted in the minutes – not outside the meeting)

MAOPS Structure:

MAOPS standing committees are established in the Bylaws of the organization, and the bylaws establish the guidelines under which MAOPS operates. The MAOPS Strategic Plan guides the decision making of all committees and the Board. The strategic plan is based on the organization's mission and vision.

Ad hoc committees, task forces, and fast action teams are established by the President and/or Board of Trustees to tackle immediate issues. They are disbanded once they have completed the task for which they were created. Whether standing or ad hoc, each committee is governed by the MAOPS Board of Trustees. The Board must approve all committee recommendations prior to them taking affect. Bylaws changes can only be authorized by a majority vote of the Board of Trustees at the annual membership meeting. However, the prime governing document is the MAOPS Articles of Agreement. The Articles specifically detail how the organization's governance must be set up. Changes to the Articles of Agreement require a 2/3 vote of the membership present and voting at the annual membership meeting.

Meeting Types:

MAOPS has made great strides in its use of technology over the past few years. Most committee meetings are now held via teleconference or webinar. All committee volunteers should be comfortable with the use of both email and the Internet. While formal meetings are important, equally important is committee member ability to access and respond to email from MAOPS staff, the committee chair, or other

committee members. Current technology ensures rapid transmission of information and should lead to more effective committees.

Some committees still must meet in-person on occasion. The Finance and Audit and the Education and Convention Committee are examples. Volunteers unable to commit to a committee with in-person meetings, should choose another committee for which to volunteer.

Term of Office and Assignment:

Committee assignments begin with the installation of the MAOPS President in late April/early May of each calendar year and run up to the installation of the next President the following year. Annually, the President-elect will call for committee volunteers. He or she will review all applicants and make assignments based on:

- Applicant desire/Area of expertise
- Committee need
- District Osteopathic Association (to have a diverse committee membership)
- Past committee history (participation, attendance, etc.)

Time Commitment:

Functional, productive committees require engaged and enthusiastic members. While certain committees require more time than others, all committees are only as effective as the members' desire. All committees meet at least once annually. While scheduled meetings typically only last for an hour, each requires a certain amount of pre- and post-work. Whether it be reviewing the meeting agenda or minutes, or researching a topic for a resolution, significant committee contributions will require a time commitment beyond just the regularly scheduled meetings.

MAOPS Standing Committees:

You can find out more about each MAOPS standing committee's charge by visiting the MAOPS website. Per current bylaws, the following are standing MAOPS committees:

- Education and Convention (meets 4-6 times annually; at least one in-person; email correspondence expected)
- Finance and Audit (meets 3-4 times annually; one in-person; email correspondence expected)
- Leadership Development (meets 1-3 times annually; some unique responsibilities required)
- Legislative (meets 4-6 times annually via webinar or phone; email correspondence required)
- Physician Health (meets 2-3 times annually; usually in person meetings following Board meetings)

Committee Member Expectations:

Committee members should be willing to spend quality time on their committee duties. While this varies per committee and the number of times the committee meets, a good estimate of time is two hours per meeting: 30 minutes pre-meeting; 60 minutes during the meeting; and 30 minutes post-meeting. Committees meet at least once annually to 5-6 times annually. While each committee has certain expectations specific to it, all committee members should expect to:

- Attend annual Committee Orientation Meeting (teleconference or webinar) if necessary

- Attend all committee meetings and/or notify staff of absences prior to meeting

Policy: MAOPS strives for an 80% committee meeting attendance rate. MAOPS committee appointees should make every effort to attend all scheduled meetings of their committee. Should an absence be necessary, it is the committee member's obligation to inform the MAOPS staff liaison prior to the meeting. Committee members demonstrating excessive numbers of unexcused absences will be removed from the committee and future consideration for committee appointments could be jeopardized.

- Use email and other technology effectively
- Respond promptly when staff sends out committee invitations and information
- Arrive (or call in) to all meetings on time and participate for the entire time
- Prepare for meetings ahead of time (review materials, complete assigned tasks, etc.)
- Participate fully in all meetings by offering ideas and respecting those of others
- Notify staff in a timely manner if a meeting must be missed (business can only be done if a quorum is present at the meeting. Failure to notify staff of an absence could result in several committee members wasting their valuable time)
- Post-meeting - review meeting minutes and respond to staff promptly
- Attend district meetings and provide committee updates to members

Committee Chair Expectations:

Annually, when assigning member volunteers to a committee, the President-elect also assigns a chair. The chair is the person who is “in charge” of the committee. The chair is generally someone who has served on the committee previously and is willing to take on the extra responsibility required of the position. As well as attending all committee meetings and following the expectations of all committee members, the chair is also expected to:

- Stay in close contact with MAOPS staff regarding meeting dates, agendas, and general committee business (prompt responses to emails are typically sufficient)
- Meet with the appropriate staff liaison prior to each meeting to review the agenda (a 20-minute phone call at your convenience)
- Provide leadership by communicating the committee mission and charges, and seek member input and ideas
- Assign tasks to committee members
- Monitor progress of committee work
- Report activities of the committee to the Board of Trustees as requested
- Report to the membership as requested
- Evaluate committee effectiveness

Staff Expectations:

MAOPS staff provides support for all committee members. Following is what committee members and chairs can expect from staff liaisons:

- Advance email notice of all committee meetings
- Emailed agenda for review one week prior to the scheduled meeting
- Day of meeting reminders including call-in and webinar information
- Facilitate all meetings – a staff liaison will be present at all meetings to take notes, run technology, etc.
- Prompt completion and distribution of meeting minutes

- Provide research and administrative assistance

Confidentiality

Often a committee is privy to confidential information (complaints, ethical issues, staff and member issues, etc.). This information is expected to be kept confidential and among committee members. Committee members must also remember that all actions of the committee are subject to Board approval before they go into effect.

Legal Responsibilities:

As a not-for-profit entity it is vital that MAOPS adhere to state and federal laws governing these organizations. MAOPS could incur liability for committee member actions when they act on behalf of the organization or appear to be acting on behalf of the organization. Due to this, MAOPS has specific policies to guide volunteer leaders. If you have specific questions regarding the legality of an action or proposed action, the chair can request assistance of MAOPS legal counsel. Should a committee desire legal counsel be present for a committee meeting, the chair should request this in advance.

Should MAOPS be involved in a lawsuit or claim related to an action of your committee, MAOPS legal counsel may require your assistance. If this occurs, MAOPS expects that you will cooperate in all respects.

Antitrust laws are intended to benefit consumers by promoting competition. Under state and federal antitrust laws competitors are not permitted to “restrain competition” by means of formal or informal agreements and practices that affect price, production, or distribution of products. The laws may be enforced by the Justice Department, Federal Trade Commission, and/or private legal action. Penalties for antitrust violation are severe. Antitrust compliance is a serious legal obligation of all MAOPS volunteers. The MAOPS Antitrust Compliance Policy applies to all MAOPS officers, trustees, committee members, district associations, and staff. The policy is made available as a link on all meeting electronic agendas to emphasize the organization’s commitment to comply with all antitrust laws. Committee members are expected to review and comply with the policy.

Fiduciary Duties:

MAOPS volunteer leaders have certain obligations to MAOPS because of their important role in the organization’s operations. These are fiduciary duties, meaning that as a volunteer for the association you have an obligation to our members as they are placing a certain amount of trust in you to do what is best for the organization. Often “fiduciary” is taken to mean “financial”, however, the term encompasses all such decisions made for the organization. It is important that committee members put personal interests aside and act in the best interest of the association. A committee member’s position should not be used as an opportunity for personal gain. Doing so, could result in legal liability. Committee members should review MAOPS Conflict of Interest Policy and recuse themselves from discussions with a potential conflict of interest.

Personal Liability: (partially adapted from the AOA)

It is possible that individual committees or committee members could be sued personally for actions of their committees. The federal government has minimized the possibility of such a lawsuit through the Volunteer Protection Act of 1997, which states that:

“No volunteer of a non-profit organization shall be liable for harm caused by or an act or omission of the volunteer on behalf of the organization or entity.” (42U.S.C. §14503)

The law applies so long as the act committed in the course of the volunteer’s work on behalf of the nonprofit and the harm was not due to willful misconduct, gross negligence, reckless misconduct, or

conscious indifference to the safety of others. The law does not apply to volunteers accused of committing a violent crime, hate crime, or sexual offense, or to an offense committed while under the influence of intoxicating alcohol or drugs.

MAOPS does provide all volunteers some protection with an association Directors and Officers Liability Insurance Policy. However, the policy does not protect volunteers from gross acts of negligence.

Official Spokesperson:

As a MAOPS committee member you will often be looked to as a resource for other members. It is important that your conversations with members reflect the opinion of the organization and not your personal opinion. You may find yourself in opposition to a committee's or the Board's final decision. However, it is your obligation to reflect the policy of the organization, not your own. The President is the official spokesperson of the organization. As a committee member or chairman it is neither implied nor in the scope of your duties to act in the role of spokesperson for the organization.

Financial Reimbursement:

Most committee meetings are held via teleconference or webinar and therefore require no financial reimbursement. However, there are situations where committee volunteers can request financial reimbursement. To submit a reimbursement request, the following conditions must apply:

- Expenses must be accumulated through formal meetings
- There must be a record of a call-to-meeting by the chair or staff; and/or the meeting must appear on the official MAOPS calendar of meetings
- Reimbursement will be available only to official members of the committee. Ex-officio members cannot receive reimbursement. Invited guests to committee meetings may receive reimbursement only if formally approved by the President prior to the meeting.
- Expenses must be submitted using the standard MAOPS Reimbursement Form. That can be requested from the Central Office.

Policy: Committee member expenses, including travel and honorariums, will not be reimbursed to committee members attending meetings held in conjunction with the MAOPS Annual Meeting and/or the Missouri Osteopathic Annual Convention.

Attendance at MAOPS Board of Trustee meetings as a committee member, unless you are the chair (or chair designee) and the President/Board specifically requests your presence, is not reimbursable.

Customarily, onsite committee meetings will be scheduled at times where same day travel is possible. However, meetings held onsite, at the Central Office, sometimes require overnight stays due to travel distances. If an overnight stay is required, the MAOPS designated hotel must be used and rooms must be requested through the Central Office. Volunteers will be contacted with hotel confirmation information. All rooms charged to the MAOPS master account are standard single or double occupancy rooms. Expenses relating to room upgrades or additional room nights prior to or following the meeting will be borne by the committee member. No reimbursement will be made for staying at hotels not under the MAOPS block unless prior approval is obtained from the Executive Director.

If submitted, mileage will be paid, round trip from the committee member's home, at the standard IRS rate as of January 1 of the calendar year. Meal reimbursement is typically not necessary as at most MAOPS meetings necessary meals are provided.

B.2: MAOPS Leadership Development Committee

Purpose:

The MAOPS Leadership Development Committee is a standing committee per MAOPS Bylaws with the primary purposes of 1) formally nominating the officers of MAOPS annually, 2) formally nominating AOA Delegates and Alternate Delegates annually, 3) vetting MAOPS Trustee applicants/nominees and ensuring compliance to basic policy expectations, 4) reviewing , developing and implementing leadership development programs, 5) reviewing applications, interviewing and selecting candidates for the Wetzel Scholar and Fellow Programs, and 6) identifying and recruiting future leaders of the organization, including supporting training opportunities for them.

The committee shall submit a slate of candidates for MAOPS officers and AOA Delegates to membership at least 30 days prior to the annual meeting for comment. The slates and all comments will be submitted to the Board of Trustees for consideration and election during the annual membership meeting.

Per MAOPS bylaws, the committee shall annually submit a slate of candidates to membership for election to the MAOPS Board of Trustees.

Composition:

The MAOPS Leadership Development Committee shall be chaired by the Immediate Past President of the organization and be composed of at least five other osteopathic physicians. Effort will be made to recruit members with one or more of the following characteristics:

- a) A current Board member
- b) A current officer other than the President
- c) A member from the general membership with strong ties to the organization
- d) A member with leadership experience or ties to the American Osteopathic Association
- e) A young physician in practice less than ten years
- f) A district leader other than a Trustee or Alternate Trustee

Additional members from districts and other affiliates with high concentrations of potential future leaders will also be considered when identified and/or requested by the district.

Tenure:

Committee members will serve 3-year terms which are renewable.

Job Description:

The Leadership Development Committee is essential to the future strength of the organization. Therefore all members of the committee should have a historical perspective of the organization or current insight into association governance. All members should expect to:

- 1) Attend 2-4 committee conference calls per year;
- 2) Communicate effectively via email;
- 3) Make phone calls and personal contacts with potential future leaders and report back to the committee;
- 4) Host and/or cohost MAOPS sponsored events for students, residents, and/or young physicians.
- 5) Identify resource allocation needs for leadership development.
- 6) Identify and recruit potential leaders for the organization, including identifying candidates for the position of Program Chair of the Education and Convention Committee, and making recommendations to the Board of Trustees;
- 7) Identifying and making recommendations to the Board of Trustees for student Trustees;
- 8) Review Wetzel Scholar and Fellow applications, interview finalists and make recommendations to the Board of Trustees; and
- 9) Serve as a mentor for one or more Wetzel Scholars and/or Fellows.

C. Affiliates

C.1: Policy – Affiliate Organizations

The MAOPS Bylaws allow the formation of affiliate organizations if they meet the requirements of Board approved policy. An affiliate organization is defined as a group of members who formally develop based on geography, specialty or special interest in order to advance the mission of the organization.

Current District Osteopathic Associations

All MAOPS active districts in existence as of January 1, 2016 are considered affiliate organizations and will remain as such as long as they meet the following criteria:

- 1.) Organize and operate in compliance and within the parameters of MAOPS Articles of Agreement and bylaws, including the mission and vision.
- 2.) Provide the MAOPS Central Office with a single point of contact on an annual basis.
- 3.) Allow MAOPS to collect all membership dues for the district,
- 4.) Allow MAOPS to manage the district funds (bookkeeping), and
- 5.) Reimburse MAOPS for expenses associated with administrative work performed for the district, as directed in current or future policy.

The following are recognized affiliate organizations of the Missouri Association of Osteopathic Physicians and Surgeons. These reflect the established districts of the association and the counties within their borders as of January 1, 2016.

BOONE COUNTY – Boone

CENTRAL - Audrain, Callaway, Howard, Monroe, Montgomery, Pike, Ralls and Randolph

CENTRAL OZARK - Crawford, Dent, Maries, Phelps and Pulaski

KANSAS CITY REGIONAL - Caldwell, Clay, Jackson, and Ray

MINERAL AREA - Iron, Jefferson, Madison, Reynolds, St. Francois, Ste. Genevieve and Washington

NORTH CENTRAL - Carroll, Chariton, Grundy, Linn, Livingston, Mercer, Putnam and Sullivan

NORTHEAST - Adair, Clark, Knox, Lewis, Macon, Marion, Schuyler, Scotland and Shelby

NORTHWEST - Andrew, Atchison, Buchanan, Clinton, Daviess, DeKalb, Gentry, Harrison, Holt, Nodaway and Worth

OSAGE VALLEY - Camden, Cole, Cooper, Gasconade, Miller, Moniteau, Morgan and Osage

OZARK - Christian, Dallas, Greene, Hickory, Polk, Stone, Taney and Webster

ST. LOUIS - City of St. Louis, Franklin, Lincoln, St. Charles, St. Louis and Warren

SOUTH CENTRAL OZARK - Douglas, Howell, Laclede, Oregon, Ozark, Shannon, Texas and Wright

SOUTHEAST - Bollinger, Butler, Cape Girardeau, Carter, Dunklin, Mississippi, New Madrid, Pemiscot, Perry, Ripley, Scott, Stoddard and Wayne

SOUTHWEST - Barry, Barton, Cedar, Dade, Jasper, Lawrence, McDonald and Newton

WEST CENTRAL - Bates, Benton, Cass, Henry, Johnson, Lafayette, Pettis, St. Clair, Saline and Vernon

New Affiliate Organizations

New affiliate organizations (those formed after January 1, 2016) must apply to the MAOPS Board of Trustees for recognition. Application can be made by contacting the Executive Director in writing with the following information:

1. Name of person(s) applying for the affiliate recognition.
2. Proposed name of the affiliate organization.
3. Present a written plan describing the proposed affiliate's purpose for forming, governance structure, and how it will act to advance the mission, vision and strategic plan of MAOPS.
4. Statement that the affiliate will organize and operate in compliance and within the parameters of MAOPS Articles of Agreement and bylaws, including the mission and vision.
5. Membership criteria and dues amount (must charge dues sufficient to cover administrative expense incurred by the Central Office).
6. Names and signatures of at least twenty members of MAOPS that are interested in membership in the affiliate organization.

The proposed affiliate must also agree to:

7. Provide the MAOPS Central Office with a single point of contact on an annual basis.
8. Allow MAOPS to collect all membership dues for the affiliate.
9. Allow MAOPS to manage the affiliate funds (bookkeeping).
10. Reimburse MAOPS for expenses associated with administrative work performed for the affiliate.

Once the above information is received by the Executive Director it will forward to the Board of Trustees for consideration. A 2/3 vote of the Board is necessary for the formation of a new affiliate organization. Requests for additional information may be necessary and are authorized by the Board of Trustees. The Board of Trustees has sole discretion in approving and disapproving application for affiliate organization status.

C.2: Deadline for Awards Submission from Affiliates

In order to ensure timely consideration by the MAOPS Board of Trustees, all affiliate associations and members shall submit nominees for MAOPS awards to the Central Office by December 15 of each year.

C.3: Standardization of Elections and Terms for Affiliate Elected Officials

For the purpose of this policy affiliate "officers" shall be defined as: President, Vice President, Secretary, Treasurer and/or District Contact.

Should an affiliate choose to formally elect officers, in order to insure accurate affiliate credentials, timely communication with affiliates and timely preparation of annual membership meeting materials, MAOPS affiliates shall conduct annual elections for officers and trustees in the fall of each calendar year and submit election results to the MAOPS Central Office by December 15. Officer terms will begin on January 1 and end on December 31. It is recommended that affiliate officer terms be two years in length.

Should an officer vacate a position for any reason, the affiliates shall notify the Central Office and appoint a replacement until the next election or a special election is held.

C.4: Affiliate Bookkeeping Protocol

The procedure for affiliate bookkeeping is as follows:

1. Each affiliate's total assets will be reserved within MAOPS net assets and will be designated as restricted for that district. Instructions must be provided by the affiliate identifying which affiliate members are authorized to approve disbursements.
2. Affiliate dues will be collected through MAOPS as a part of the MAOPS annual membership solicit process. Affiliate dues rates must be defined based on the MAOPS member types only. Each affiliate must provide their dues rates to the Central Office by August 31 of each year.
3. Affiliates can expect a three-week turnaround on disbursement requests.
4. MAOPS will electronically provide a statement of the affiliate's finances quarterly to the affiliate president, treasurer, or district contact.
5. Affiliate assets will be invested according to MAOPS investment strategy. Interest, dividends, capital gains or losses, realized gains or losses and unrealized gains or losses will be allocated once annually to each district accordingly based on their year-end balance (September 30). Affiliate dues will be collected through MAOPS as a part of the MAOPS annual membership solicit process. ***The Central Office strongly encourages one dues rate.*** Affiliate dues rates must be defined based on the MAOPS member types only. Each affiliate will have to determine what their district rate(s) will be and must notify the Central Office of the dues rate by August 31 of each year.
 - As an example, MAOPS has the following member types (partial listing): Post-graduate, first year, second year, third year, full, part-time and retired members. If a district wants more than one rate, the rates must be applied based on the MAOPS member type and the MAOPS definition of member type. If, for example, the Southwest district has two rates – one for practicing physicians and one for retired physicians – only retired members per the MAOPS database in the Southwest district will be charged the Southwest district's retired rate.
6. Disbursements needed by the affiliate must be requested via email, fax or US mail of the Central Office a minimum of three weeks before the disbursement is due. MAOPS processes disbursements every Wednesday (except during MOAC or MSACFP's WSS). Requests received by end of day Tuesday will be processed. The disbursements request form (see attached) must be completed and the appropriate signature(s) (as previously defined by the affiliate) must be included.
7. Members of the affiliate needing reimbursement for an expense of the affiliate he or she paid personally, must complete the disbursements request form, obtain the required signatures and send to the Central Office via email, fax or US mail. Reimbursements will be made weekly in accordance with MAOPS disbursements process as previously defined.
8. Quarterly, MAOPS will provide a reconciliation of each affiliate's accounts to the affiliate's President electronically. A listing of the paid affiliate members will be included with the reconciliation.

This policy is also found as E.14

C.5: District Affiliate Incurred Expenses – Proper Authorization

Background: During the past two years, the MAOPS affiliate districts transferred their monies to MAOPS and asked the Central Office Staff to perform the bookkeeping functions for each district.

Districts request their monies from time to time, normally by sending an email. No formal authorization schedule for district expenses has been developed for any of the districts. MAOPS team members take into consideration whether the requestor is a district leader, the amount of the request, the description of the expense, and ask that the requestor obtain the requisite approval for spending before cutting checks. The absence of formal authorization schedules from each district puts the district monies at risk and puts the relationship between the MAOPS staff and districts at risk.

Policy: Each district affiliate must develop an authorization schedule for the approval of district expenses. This authorization schedule must be adhered to before the MAOPS staff will cut a check using district monies. The authorization schedules must be approved annually by the MAOPS Board of Trustees.

The authorization policy for each district should include all the following:

1. Identification of who is authorized to approve expenditures at various expense levels. The authorized parties can be specific officer/leader titles, or specific physician names, or a combination of the two. The expense levels are at the discretion of each district.
2. Identification of how the request for funds will be communicated to the MAOPS Central Office staff:
3. An expense request form. (See Appendix A)

APPENDIX A: District Authorization Form Example

District Expense Authorization Form

Date _____

Amount of Expense _____

Payee _____

Date Due _____

Description of Expenses _____

Authorized Approvers:

(Please note that each district needs to determine what their parameters are – the below is merely an idea for one way it could be done.)

- \$999 or less

.....Printed Name and Signature.....

.....Printed Name and Signature.....

- \$1,000 or more

.....Printed Name and Signature.....

.....Printed Name and Signature.....

District Expense Authorization Process: This form should be completed and sent to the Central Office either by mail, email or fax.

- US Mail: MAOPS, 1423 Randy Lane, Jefferson City, MO 65101
- Fax: 573.634.5635
- Email: chrisb@maops.org

C.6: Guidelines and Policies for Affiliate Elected Leaders

The manual “Guidelines and Policies for Affiliate Elected Leaders” will be reviewed and updated at least every three years by MAOPS staff. Major changes and all policy additions and/or deletions must be approved by the MAOPS Board of Trustees.

The manual will be made available to all MAOPS members. All affiliate elected officials will receive a copy of the manual annually after affiliate credentials are received by the Central Office.

Affiliate officials may be asked to complete a written attestation that they have received and reviewed the manual and understand the expectations of an affiliate elected official.



**MISSOURI ASSOCIATION OF OSTEOPATHIC
PHYSICIANS & SURGEONS**

Guidelines and Policies for Elected Affiliate Leaders

Containing FAQ's and Job Descriptions to Assist Elected Leaders

MAOPS Mission

The mission of the Missouri Association of Osteopathic Physicians and Surgeons is to preserve and advance the distinct philosophy and practice of osteopathic medicine and to advocate for the profession.

MAOPS Vision

MAOPS will be the organization that osteopathic physicians think of first for expertise, education, and representation.

Purpose of this Guide

District osteopathic associations and other affiliates are the lifeblood of the Missouri Association of Osteopathic Physicians and Surgeons. Thus, our affiliate leaders are instrumental in insuring that the MAOPS mission and vision are achieved through implementation of the strategic plan. In order to better prepare the elected leaders of affiliate organizations, the Board of Trustees has approved these guidelines and policies. Questions regarding duties of elected affiliate officials can be directed to the MAOPS Central Office.

Guidelines for Affiliate Osteopathic Association Officials

What is a District Osteopathic Association?

MAOPS has fifteen Affiliate Osteopathic Associations. While each is affiliated with MAOPS, each is individually governed by members of that particular Affiliate. Each affiliate provides members a forum for discussion of local issues and a voice at the state level and on the MAOPS Board of Trustees. MAOPS policy defines the affiliates as:

BOONE COUNTY – Boone

CENTRAL - Audrain, Callaway, Howard, Monroe, Montgomery, Pike, Ralls and Randolph

CENTRAL OZARK - Crawford, Dent, Maries, Phelps and Pulaski

KANSAS CITY REGIONAL - Caldwell, Clay, Jackson, and Ray

MINERAL AREA - Iron, Jefferson, Madison, Reynolds, St. Francois, Ste. Genevieve and Washington

NORTH CENTRAL - Carroll, Chariton, Grundy, Linn, Livingston, Mercer, Putnam and Sullivan

NORTHEAST - Adair, Clark, Knox, Lewis, Macon, Marion, Schuyler, Scotland and Shelby

NORTHWEST - Andrew, Atchison, Buchanan, Clinton, Daviess, DeKalb, Gentry, Harrison, Holt, Nodaway and Worth

OSAGE VALLEY - Camden, Cole, Cooper, Gasconade, Miller, Moniteau, Morgan and Osage

OZARK - Christian, Dallas, Greene, Hickory, Polk, Stone, Taney and Webster

ST. LOUIS - City of St. Louis, Franklin, Lincoln, St. Charles, St. Louis and Warren

SOUTH CENTRAL OZARK - Douglas, Howell, Laclede, Oregon, Ozark, Shannon, Texas and Wright

SOUTHEAST - Bollinger, Butler, Cape Girardeau, Carter, Dunklin, Mississippi, New Madrid, Pemiscot, Perry, Ripley, Scott, Stoddard and Wayne

What is an Affiliate Organization?

MAOPS bylaws allow the formation of other affiliates if certain criteria set forth in policy are met. They can be developed by interested members based on geography, specialty or other special interests, but must have a valid purpose advancing the mission of the organization in order to form. The Board of Trustees has sole discretion in approving new affiliated organizations.

Which affiliate officers and leaders need to be elected?

Affiliates are governed by their own elected officers. While encouraged, officers are not required in order to function as an affiliate. If officers are not elected, the affiliate must designate one member as the affiliate contact with the Central Office. It is recommended that the following officers be elected:

- District President (2-year term)
- District Vice President (2-year term)
- District Secretary (2-year term)
- District Treasurer (2-year term) (often combined with Secretary)

The President of the affiliate will be the designated contact person for the Central Office. All communication to and from the Central Office needs to go through the affiliate President. If an affiliate does not elect officers, one affiliate member must serve as the contact for the Central Office.

Each affiliate should consider electing officers to administer their affiliate business, serve as leaders in the community; and to facilitate information from MAOPS and initiate their membership's action on crucial issues. Without an affiliate contact, 1) an affiliate will be ineffective, and 2) is unlikely to be approved as an affiliate organization by the Board of Trustees.

It is important for affiliates to elect officers who are willing to serve in a leadership capacity; take action when necessary on issues important to osteopathic physicians, medicine and the community; and who are interested in the profession and the healthcare delivery system.

What are the responsibilities of affiliates?

Strong affiliates are increasingly important. MAOPS frequently requests affiliates, through their official contact, to:

- Assist in membership, advocacy, and public relations efforts.
- Organize members to attend events and serve on MAOPS and state committees
- Assist in disseminating important information quickly to members.

What are the general responsibilities of officers and/or official contacts?

- Promote affiliate and MAOPS events to members and potential members
- Annual membership drive participation
- Coordinate and implement a consistent District meeting schedule
- Attend affiliate meetings

- Proficiently use technology
- Respond in a timely fashion to requests from the Central Office
- Attend training opportunities provided by the Central Office
- Inform members of important affiliate and state association news

What are the specific responsibilities of the affiliate officers and/or official contacts?

The following are suggested responsibilities for affiliate officers.

Affiliate President/Official Contact

- *Ensure that affiliate membership meets*
- *Serve as liaison with MAOPS staff*
- *Update members with current, relevant information from MAOPS*
- *Prepare meeting agendas*
- *Appoint members to needed positions*
- *Delegate authority to other officers and members*

Vice President

- *Develop and implement affiliate and MAOPS membership drives*
- *Seek sponsors for affiliate meetings*
- *Serve in President's capacity if President is unable to serve*
- *Perform other duties as delegated by the President*

Secretary

- *Take accurate meeting minutes and ensure members receive copies in a timely fashion*
- *Provide current membership data to the Central Office*
- *Submit credentials and resolutions in a timely fashion*
- *Serve in President's capacity if President and Vice President are unable to serve*
- *Perform other duties as delegated by the President*

Treasurer

- *Keep accurate track of financial information*
- *Work with Central Office staff to ensure bills are paid in a timely fashion*
- *Ensure corporation documents are filed with Secretary of State (if needed)*
- *Work with MAOPS staff liaison to ensure affiliate business is in order*
- *Provide financial reports to members and the Central Office*
- *Perform other duties as delegated by the President*

D. Employment/Employee Policies

Note: Personnel policies can be found in the MAOPS Personnel Handbook

D.1: MAOPS Team Member Handbook

All new MAOPS team members will receive the MAOPS Team Member Handbook and an orientation to its components during their onboarding process.

The Board of Trustees must formally approve all changes to the handbook. Emergency changes may be approved by the Executive Committee. Legal counsel review of all changes must occur prior to changes going into effect and distribution to team members. All MAOPS team members will receive updated versions of the handbook if changes are implemented



*Missouri Association of Osteopathic
Physicians and Surgeons*

Team Member Handbook

Last Updated: August 2016

020 Welcome New MAOPS Team Member!

On behalf of your colleagues, I welcome you to MAOPS and wish you every success here.

We believe that each team member contributes directly to the Association's growth and success, and we hope you will take pride in being a member of our team.

This handbook was developed to describe the expectations of our team members and to outline the policies, programs and benefits available. Team members should familiarize themselves with the contents of the MAOPS Team Member Handbook as soon as possible, for it will answer many questions about employment with MAOPS.

We hope that your experience here will be challenging, enjoyable and rewarding. Again, welcome!

040 Introductory Statement

This handbook will provide you with information about working conditions, employee benefits and Association policies. You should read, understand and comply with all provisions of the handbook. It describes many of your responsibilities as an employee and outlines the programs developed by MAOPS to benefit team members. The Association's management team strives to foster a work environment that is conducive to both personal and professional growth.

No handbook can anticipate every circumstance or question about policy. As MAOPS continues to grow, the need may arise to revise, supplement or rescind policies or portions of the handbook as it is deemed appropriate in the sole and absolute discretion of MAOPS. The only exception to any changes is our employment-at-will policy permitting you or MAOPS to end our relationship for any reason at any time. Employees will, of course, be notified of such changes to the handbook as they occur.

051 Team Member Acknowledgement Form

The Team Member Handbook describes important information about MAOPS, and I understand that I should consult the Executive Director regarding any questions not answered in the handbook. I have entered into my employment relationship with MAOPS voluntarily and acknowledge that there is no specified length of employment. Accordingly, either I or MAOPS can terminate the relationship at will, with or without cause, at any time, so long as there is no violation of applicable federal or state law.

Since the information, policies and benefits described here are necessarily subject to change, I acknowledge that revisions to the handbook may occur, except to MAOPS policy of employment-at-will. All such changes will be communicated through official notices, and I understand that revised information may supersede, modify or eliminate existing policies. Only the Executive Director has the ability to adopt any revisions to the policies in this handbook.

Furthermore, I acknowledge that this handbook is neither a contract of employment nor a legal document. I have received the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.

Team Member Name (printed): _____ Signature: _____

Date: _____

060 Association Member Relations

Association members are among our organization's most valuable assets. Every team member represents MAOPS to our members and the public. The way we do our jobs presents an image of our entire organization. Members judge all of us by how they are treated with each employee contact. Therefore, one of our first business priorities is to assist any member or potential member. Nothing is more important than being courteous, friendly, helpful and prompt in the attention you give to members.

Our personal contact with the public, our manners on the telephone and the communications we send to members are a reflection not only of ourselves, but also of the professionalism of MAOPS. Positive member relations not only enhance the public's perception of MAOPS, but it also pays off in greater member loyalty.

061 Member Service Commitment

Team members of the Missouri Association of Osteopathic Physicians and Surgeons shall provide all Association members with prompt, personalized and friendly service. Team members will not only respect each Association member, but they'll also represent and advocate for all Association members in an honest and ethical manner, always giving the Association member the benefit of doubt.

Guiding Principles

- Team members of the Missouri Association of Osteopathic Physicians and Surgeons (MAOPS) guiding principles include: a willingness and ability to serve all Association members to the best of our abilities each and every day; a genuine interest in each of our Association members; and an enthusiasm for the distinct practice and philosophy of osteopathic medicine.
- As team members of MAOPS, we shall: 1) learn about the distinct practice and philosophy of osteopathic medicine; 2) stay abreast of the latest medical issues; 3) be well-versed on what an osteopathic physician does; and 4) be able to speak about the Association in a positive manner with Association members, potential Association members, the general public and the media.

MAOPS Motto

- *"You are our family. We are your team."*

Team Member Values and Expectations

- Trust
- Freedom
- Open Communication
- Accountability

Trust That:

- We will be loyal, honest and treat each other with respect.
- We will keep all internal issues private between team members only, never sharing personnel issues/concerns/complaints with Association members.
- We will support and back each other up. No team member should ever say, "That is not my job."
- There is integrity in all that we do and say and decisions and actions will be based on the best interests of the team and organization rather than personal self-interests.

- Each of us has the ability, perseverance, diligence and discipline to accomplish our work tasks and the willingness to obtain/sustain the necessary skills required to perform our job at the highest possible level.
- The workplace will be open and fun.
- We have built a team we can rely and depend on. The entire team has the same goal, which is to serve our members to the best of our abilities each and every day.

Freedom To:

- Make mistakes and learn from them without fear of reprisal.
- Be creatively engaged, explore new and different techniques and ideas to improve our systems.
- Seek training to make us better team members and improve our technical competency.
- Be flexible and understand that each team member has their unique set of needs.

Open Communication:

- All team members are involved in decision-making that impacts on them.
- All team members are involved in planning and organizing change in order to understand and appreciate the reason for change.
- All team members will communicate daily schedules, planned days out, office happenings and duties needed from other team members.
- All team members will be heard out (i.e., ideas, issues, concerns, etc.) in a safe and open environment where all thoughts are welcome and appreciated.

Accountability

- We accept personal responsibility to efficiently use the Association's resources (i.e., time and materials).
- We are accountable to each other to give our best each and every day.
- We are accountable to each other to be reliable, meet expected deadlines, help one another and be a great team member.
- We all agree to mutual collaboration and will help one another when needed.
- We accept our mistakes, correct them to the best of our ability and have access to support resources to correct errors.

062 MAOPS Management's Commitment to Team Members

MAOPS management expects all team members to abide by the MAOPS Member Service Commitment, guiding principles, motto and values

In return, we shall establish and maintain a culture where team members can thrive in an environment of trust, freedom, open communication and accountability. In order to accomplish this, we promise to:

1. Respect and practice the team member service commitment, guiding principles, motto and values, and make decisions based on the best interest of the team and organization, not self-interests.
2. Trust that all team members fully intend to abide by the service commitment, guiding principles, motto and values, and address any discrepancies/issues with team members immediately.
3. Allow team members to explore their creativity and learn and grow in their roles, understanding that mistakes may occur, and they will be addressed appropriately without generating fear of reprisal.

4. Provide resources to establish needed internal programs to make the workplace a fun and healthy place to work.
5. Involve all team members in decisions that impact them, excluding confidential or sensitive team information.
6. Allow and expect team members to be accountable for their work.
7. Provide team members with needed resources to allow them to do their work at the highest level.
8. Allow team members input in the selection and training of new team members.
9. Provide team members with regular, honest evaluative feedback regarding their performance and expectations and allow team members to provide reflective feedback regarding their own performance.
10. Provide flexibility for team members to meet their personal, professional and civic responsibilities.
11. Provide fair and competitive compensation and benefits for all team members.
12. Deal promptly, respectfully and directly with issues that threaten the team's commitment to member service and the positive culture of MAOPS.

102 Team Member Relations

MAOPS management team believes that the work conditions, wages and benefits offered to team members are competitive with those offered by other employers in this area and in this industry. If team members have concerns about work conditions or compensation, they are strongly encouraged to voice these concerns openly and directly to the Executive Director.

Our experience has shown that when team members deal openly and directly with supervisors, the work environment can be excellent, communication can be clear and attitudes can be positive. We believe that MAOPS amply demonstrates its commitment to team members by responding effectively to concerns.

103 Equal Employment Opportunity

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at MAOPS are based on merit, qualifications and abilities. MAOPS does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability or any other characteristic protected by law.

MAOPS will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination and access to benefits and training.

In addition to a commitment to provide equal employment opportunities to all qualified individuals, MAOPS has established an affirmative action program to promote opportunities for individuals in certain protected classes throughout the organization.

Any team members with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of the Executive Director. Team members can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.

107 Immigration Law Compliance

MAOPS is committed to employing only United States citizens and aliens who are authorized to work in

the United States and does not unlawfully discriminate on the basis of citizenship or national origin. In compliance with the Immigration Reform and Control Act of 1986, as a condition of employment, each new team member must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former team members who are rehired must also complete the form if they have not completed an I-9 with MAOPS within the past three years or if their previous I-9 is no longer retained or valid.

Team members with questions or seeking more information on immigration law issues are encouraged to contact the Executive Director. Team members may raise questions or complaints about immigration law compliance without fear of reprisal.

108 Conflicts of Interest

Team members have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which MAOPS wishes the business to operate. The purpose of these guidelines is to provide general direction so that team members can seek further clarification on issues related to the subject of acceptable standards of operation. Contact the Executive Director for more information or questions about conflicts of interest.

An actual or potential conflict of interest occurs when team member is in a position to influence a decision that may result in a personal gain for that team member or for a relative as a result of MAOPS' business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the team member is similar to that of persons who are related by blood or marriage.

No "presumption of guilt" is created by the mere existence of a relationship with outside firms. However, if team members have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to an officer of MAOPS as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where team member or relative has a significant ownership in a firm with which MAOPS does business, but also when a team member or relative receives any kickback, bribe, substantial gift or special consideration as a result of any transaction or business dealings involving MAOPS.

110 Outside Employment

MAOPS exempt team members are not permitted to hold employment outside of MAOPS without obtaining prior approval from the Executive Committee via the Executive Director. Demands on all staff are such that outside employment of a team member could negatively affect the performance of the entire team. Any employment that infringes on the Association's company time, job performance or creates a potential or real conflict of interest will not be permitted.

A non-exempt team member may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with MAOPS and the position presents no conflict of interest with MAOPS business or policy. All team members will be judged by the same performance standards and will be subject to the Association's scheduling demands, regardless of any existing outside work requirements.

If MAOPS determines that a team member's outside work interferes with performance or the ability to

meet the requirements of MAOPS the team member may be asked to terminate the outside employment if he or she wishes to remain employed with MAOPS.

Outside employment will present a conflict of interest if it has adverse impacts on MAOPS.

182 Pre-employment Requirements

MAOPS is authorized to conduct an official criminal background check, a driving record affidavit and/or a drug screening for all team members. A credit background check may also be required for certain positions

203 Employment Reference

To ensure that individuals who join MAOPS are well qualified and have a strong potential to be productive and successful, it is the policy of MAOPS to check the employment references of all applicants.

The Executive Director will respond to all reference check inquiries from other employers. Responses to such inquiries will be limited to factual information that can be substantiated by MAOPS' records.

204 Hiring of Relatives of Current Team Members

It is the policy of MAOPS to require that the hiring of a relative of any employee be approved by the MAOPS Executive Committee and Board of Trustees.

A "relative" is defined as a "blood" relative or relative "by marriage" including a spouse, parent, grandparent, child, aunt, uncle, niece, or nephew.

205 Introductory Period

The introductory period is intended to give new team members the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. MAOPS uses this period to evaluate team member capabilities, work habits and overall performance. Either the team member or MAOPS may end the employment relationship at will at any time during or after the introductory period, with or without cause or advance notice.

All new and rehired team members work on an introductory basis for the first 180 calendar days after their date of hire. Any significant absence will automatically extend an introductory period by the length of the absence. If MAOPS determines that the designated introductory period does not allow sufficient time to thoroughly evaluate the team member's performance, the introductory period may be extended for a specified period.

Upon satisfactory completion of the introductory period, team members enter the "regular" employment classification.

During the introductory period, new team members are eligible for those benefits that are required by law,

such as worker's compensation insurance and Social Security. They may also be eligible for other MAOPS-provided benefits, subject to the terms and conditions of each benefit program. Team members should read the information for each specific benefits program for the details on eligibility requirements.

209 Performance Evaluation

Supervisors and team members are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Formal performance evaluations are conducted at the end of a team member's introductory period in any new position. This period allows the supervisor and the team member-to discuss job responsibilities, standards and performance requirements of the new position. Additional formal performance evaluations are conducted to provide both supervisors and team members the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths and discuss positive, purposeful approaches for meeting goals.

Merit-based pay adjustments are awarded by MAOPS in an effort to recognize truly superior team member performance. The decision to award such an adjustment is dependent upon numerous factors, including the information documented by this formal performance evaluation process. Typically, pay adjustments are made in conjunction with annual performance evaluations held on/near the beginning of the Association's fiscal year.

210 Job Descriptions

MAOPS makes every effort to create and maintain accurate job descriptions for all positions within the organization. Each description includes a job information section, a job summary section (giving a general overview of the job's purpose) and an essential duties and responsibilities section. MAOPS maintains job descriptions to aid in orienting new team members to their jobs, identifying the requirements of each position, establishing hiring criteria, setting standards for team member performance evaluations and establishing a basis for making reasonable accommodations for individuals with disabilities.

The Executive Director prepares job descriptions when new positions are created. Existing job descriptions are also reviewed and revised in order to ensure that they are up to date. Job descriptions may also be rewritten periodically to reflect any changes in the position's duties and responsibilities. All team members will be expected to help ensure that their job descriptions are accurate and current, reflecting the work being done.

Team members should remember that job descriptions do not necessarily cover every task or duty that might be assigned and that additional responsibilities may be assigned as necessary. Contact the Executive Director if you have any questions or concerns about your job description.

301 Team Member Benefits

Eligible team members are provided with a wide range of benefits. A number of the programs (such as Social Security, worker's compensation, state disability and unemployment insurance) cover all employees in the manner prescribed by law.

Benefit eligibility is dependent upon a variety of factors, including employee classification. Your supervisor can identify the programs for which you are eligible. Details of many of these programs can be found elsewhere in the Team Member Handbook.

The following benefit programs are available to eligible team members (Exempt and salaried non-exempt full-time employees):

- * Vacation Benefits
- * Paid Time Off (PTO)
- * Charitable Time Off
- * Holidays
- * Bereavement Leave
- * Jury Duty Leave
- * Health Insurance
- * Life Insurance
- * Short term disability insurance
- * Dental Insurance
- * YMCA Membership
- * 401(k) Savings Plan
- *Employee Assistance Program (EAP)
- *American Funds College America program-education fund using after-tax dollars

303 Vacation Benefits – Exempt & Salaried Non-exempt Team Members

Vacation time off with pay is available to eligible employees to provide opportunities for rest, relaxation and personal pursuits. Employees in the following employment classification(s) are eligible for vacation days and use of them as described in this policy:

- * Regular full-time, exempt and salaried non-exempt team members upon completion of introductory period (180 calendar days)

The amount of paid vacation time employees receive each year increases with the length of their employment as shown in the following schedule:

- 0* - 5 years: 10 days
- 6 - 10 years: 15 days
- 11 - 15 years: 20 days

*During their first year of service, eligible team members will receive vacation benefits on a prorated basis based upon hire date. However, should employment be terminated for any reason prior to the completion of the 180 introductory period, the team member will receive no compensation for unused vacation.

Vacation time for all eligible team members will be awarded on a prorated basis October 1 of each year (beginning of fiscal year) following the completion of the required introductory period.

Paid vacation time can be used in minimum increments of two hours. To take vacation, team members should request advance approval from their supervisor(s). Requests will be reviewed based on a number of factors, including business needs, staffing requirements and seniority. Extended vacations will not be granted within two weeks prior to, and/or during, an Association-sponsored convention or seminar.

Vacation time off is paid at the team member's base pay rate at the time of vacation. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses or shift differentials.

As stated above, team members are encouraged to use available paid vacation time for rest, relaxation and

personal pursuits. For this reason, all team members must take at least five days of consecutive vacation each year (upon completion of an introductory period). If prior approval is obtained in writing from the Executive Director, team members may carry over five days of vacation per year with accrued vacation not to exceed ten days beyond the amount of vacation awarded annually. Vacation days not taken or carried over with permission will be lost.

Upon termination of employment, team members will be paid for unused vacation time.* Vacation time must be used for any requested or unscheduled time off during the last two weeks of employment unless the team member has used all accrued time at that point. If this is the case, accrued PTO must be used. Team members not providing at least ten business days' notice of voluntary termination of employment must use accrued vacation time in an amount necessary to account for the lack of notice. If the team member does not have vacation accrued to cover the deficit, accrued paid time off must be used to account for the deficit. Vacation time will not be awarded to employees once notice of termination of employment has been given by either the employer or employee.

The amount of paid vacation time the Executive Director receives each year increases with the length of employment as shown in the following schedule:

0*- 5 years: 15 days

6 - 10 years: 20 days

11+ years: vacation will be negotiated

*During their first year of service, the Executive Director will receive vacation benefits on a prorated basis upon hiring. However, should employment be terminated for any reason prior to the completion of the 180 introductory period, the team member will receive no compensation for unused vacation and can carry none of this prorated time over to the new fiscal year.

Due to the nature of the Executive Director's position, he/she may be unable to take all or part of the established annual vacation for various reasons. The Executive Director may carry over no more than four weeks total vacation from year to year. If more than twenty days has been accumulated by fiscal year end, the days accumulated over 20 days will be paid to the Executive Director on the last payroll of the fiscal year.

The Executive Director, Finance and Audit Committee and/or Board of Trustees have authority to grant additional vacation to team members at their discretion.

304 Paid Time Off (PTO) – Exempt & Salaried Non-exempt Team Members

Paid Time Off (PTO) is an all-purpose time-off policy for eligible team members to use for vacation, illness, injury or personal business. Team members in the following employment classification(s) are eligible to earn and use PTO as described in this policy:

* Regular full-time, exempt and salaried non-exempt team members upon completion of introductory period (180 calendar days)

Upon initial eligibility (after the 180-day introductory period), the team member is entitled to sixty four (64) hours of PTO each year, to be awarded on a prorated basis October 1 following the end of the introductory period.

PTO can be used in minimum increments of two hours. Team members who have an unexpected need to be absent from work should notify the Executive Director before the scheduled start of their workday, if possible. The Executive Director must also be contacted on each additional day of unexpected absence.

PTO must be used for emergency/unexpected absences (24 hours or less notice), tardiness or time missed due to disciplinary reasons.

To schedule planned PTO, team members should request advanced approval from the Executive Director. Requests will be reviewed based on a number of factors, including business needs, staffing requirements and seniority. Unplanned PTO should be communicated directly to the Executive Director via phone or email prior to the start of the work day. Should the Executive Director be unavailable, the Central Office staff should be notified in the same manner.

PTO is paid at the team member's base pay rate at the time of absence. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses or shift differentials.

In the event that available PTO is not used by the end of the benefit year, team members may carry unused time forward to the next benefit year. Team members can accrue a maximum of 480 hours of PTO, and upon termination of employment, will be compensated for one half of accrued PTO up to 240 hours.

Extended PTO may not be used during the last two weeks of employment or two weeks prior to and/or during the Association's conventions and/or seminars unless extenuating circumstances exist. PTO will not be awarded to team members once notice of termination of employment has been given by either the employer or team member.

*During their first year of service, team members will receive PTO benefits on a prorated basis upon hire date. However, should employment be terminated for any reason prior to the completion of the 180 introductory period and/or prior to October 1, the team member will receive no compensation for unused PTO. If the team member does not provide two weeks' notice of termination of employment, they will be ineligible for compensation for PTO. If the team member voluntarily terminates employment during the first year of employment or is terminated with cause, no compensation for PTO will be awarded.

The Executive Director, Budget and Finance Committee and/or Board of Trustees have authority to grant additional PTO to team members at their discretion.

304b Paid Time Off (PTO) – Hourly, Non-exempt Team Members

Full-time hourly, non-exempt team members will accrue eight hours of paid time off (PTO) for each full calendar month of employment upon completion of a 180-day introductory period (see policy 205). Upon termination of employment the team member will be reimbursed for all accumulated PTO provided they have given at least ten business days advance notice of resignation. Should this notice not be given, accrued PTO must be used to meet the notice requirement. Non-exempt team members may not carry over more than forty hours of PTO from fiscal year to fiscal year.

305 Holidays

MAOPS will grant holiday time off to all full-time exempt and salaried non-exempt employees as follows:

- * Team Member's Birthday
- * New Year's Day (January 1)

- * Martin Luther King Jr. Day (3rd Monday of January)
- * Presidents Day (third Monday in February)
- * Memorial Day (last Monday in May)
- * Independence Day (July 4)
- * Labor Day (first Monday in September)
- * Thanksgiving (fourth Thursday in November)
- * Day after Thanksgiving
- * Christmas (December 25)

MAOPS will grant paid holiday time off to all eligible team members immediately upon assignment to an eligible employment classification. Holiday pay will be calculated based on the team member's straight-time pay rate (as of the date of the holiday) times the number of hours the team member would otherwise have worked on that day. Eligible employee classification(s):

- * Regular full-time exempt and salaried non-exempt employees

A recognized holiday that falls on a Saturday will be observed on the preceding Friday. A recognized holiday that falls on a Sunday will be observed on the following Monday. If a recognized holiday falls during an eligible team member's paid absence (such as vacation or paid time off), holiday pay will be provided instead of the paid time off benefit that would otherwise have applied.

Two floating holidays to be used December 23 - January 3 will be given to the eligible employees of the MAOPS team annually to determine days of office closure. The MAOPS office will be closed on these days.

Paid time off for holidays will be counted as hours worked for the purposes of determining whether overtime pay is owed to salaried non-exempt team members.

306 Charitable Time Off

MAOPS recognizes the importance of giving back to one's community. In order to encourage team members the opportunity to volunteer for charitable work in the community consistent with the Association's mission, MAOPS will provide matching charitable time off (CTO) for volunteer work done for organizations specializing in improving human health and well-being during the work day. MAOPS will match the team member's paid time off used for charitable work during the work day up to 16 hours annually. Eligible employee classification(s):

- * Regular full-time exempt team members upon completion of two full years of service of at the discretion of the Executive Director.

For an example, if a team member volunteers at a local food pantry for two hours per month each year, the team member will use 12 hours of paid time off and MAOPS will match 12 hours of paid time off. The team member would be able to volunteer for a total of 24 hours.

Criteria:

- 1) The team member must have the manager of the organization sign the CTO form and return it to the Executive Director following service.
- 2) The organization for which you volunteer must be related to the MAOPS mission, charitable in some fashion and be something the team member is passionate about.
- 3) The team member must be willing to share their experience with the Board and/or membership upon request and via publications and social media.

- 4) Charitable work time should be pre-approved with the Executive Director and should not conflict with major association events and projects.

Questions regarding appropriate charities should be directed to the Executive Director. Currently MAOPS approves Charitable Time Off for the following entities:

- Samaritan Center
- Red Cross
- Salvation Army
- Any organizational work dedicated to the health, feeding, clothing or shelter of the less fortunate, elderly or infirm

309 Funeral/Bereavement Leave

The following benefit is available only to full-time exempt and salaried, non-exempt team members with two years of service, at the sole discretion of the Executive Director.

Team members who wish to take time off due to the death of an immediate family member should notify their supervisor immediately.

Up to three days of paid bereavement leave will be provided per year to eligible team members in the following classification(s):

* Regular full-time exempt and salaried, non-exempt team members upon completion of introductory period (180 calendar days)

Bereavement pay is calculated based on the base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions, bonuses, or shift differentials.

Bereavement leave will normally be granted unless there are unusual business needs or staffing requirements. Team members may, with their supervisor's approval, use any available paid leave for additional time off as necessary.

MAOPS defines "immediate family" as the team member's spouse, parent, child, sibling, or grandparent; the team member's spouse's parent, child, sibling, or grandparent; and the team member's child's spouse or child.

311 Jury Duty

MAOPS encourages team members to fulfill their civic responsibilities by serving jury duty when required. Team members who have completed a minimum of 180 calendar days of service in an eligible classification may request up to five days of paid jury duty leave over any three-year period.

Jury duty pay will be calculated on the team member's base pay rate times the number of hours the team member would otherwise have worked on the day(s) of absence. Employee classifications that qualify for paid jury duty leave are:

* Regular full-time exempt and salaried, non-exempt team members upon completion of introductory period (180 calendar days)

If team members are required to serve jury duty beyond the period of paid jury duty leave, they may use

any available paid time off (i.e., vacation benefits) or may request an unpaid jury duty leave of absence. Team members must show the jury duty summons to their supervisor as soon as possible, so that the supervisor may make arrangements to accommodate their absence. Of course, team members are expected to report for work whenever the court schedule permits.

Either MAOPS or the team member may request an excuse from jury duty if, in MAOPS judgment, the team member's absence would create serious operational difficulties.

MAOPS will continue to provide all benefits for the full term of the jury duty absence.

Vacation, sick leave and holiday benefits will continue to accrue during unpaid jury duty leave.

316 Health and Dental Insurance

MAOPS health and dental insurance plans provide team members and their dependents access to medical and dental insurance benefits. Team members in the following employment classifications are eligible to participate in the health and dental insurance plans:

- * Regular full-time employees upon completion of time frame required by the insurance policy in place at the time

Eligible team members may participate in the health and dental insurance plans subject to all terms and conditions of the agreement between MAOPS and the insurance carrier.

Details of the health and dental insurance plans are described in the Summary Plan Description (SPD). An SPD and information on cost of coverage will be provided in advance of enrollment to eligible team members. Contact the Executive Director for more information about health and dental insurance benefits.

317 Life Insurance

Life insurance offers you and your family important financial protection. MAOPS provides a basic life insurance plan for eligible team members.

Team members in the following employment classifications are eligible to participate in the life insurance plan:

- * Regular full-time exempt and salaried, non-exempt team members

Eligible team members may participate in the life insurance plan subject to all terms and conditions of the agreement between MAOPS and the insurance carrier.

Details of the basic life insurance plan, including benefit amounts, are described in the Summary Plan Description provided to eligible team members. Contact the Executive Director for more information about life insurance benefits.

320 401(k) Savings Plan

MAOPS has established a 401(k) savings plan to provide team members the potential for future financial security for retirement.

Team members in the following employment classifications are eligible to participate in the 401(k) Savings Plan:

- * Regular full-time exempt and salaried, non-exempt team members

To be eligible to join the 401(k) savings plan, the team member must complete 12 months of service and be 21 years of age or older. Team members may join the plan only during open enrollment periods. Eligible team members may participate in the 401(k) plan subject to all terms and conditions of the plan.

The 401(k) savings plan allows team members to elect how much salary to contribute and to direct the investment of their plan account, so one can tailor their own retirement package to meet individual needs. MAOPS generally contributes an additional matching amount to each team member's 401(k) contribution.

Complete details of the 401(k) savings plan are described in the Summary Plan Description provided to eligible team members. Contact the Executive Director for more information about the 401(k) plan.

403 Paydays

All team members are paid semi-monthly on the 15th and the last day of the month. Each paycheck/statement will include earnings for all work performed through the end of the previous pay period.

Team members must have pay directly deposited into their bank accounts. Team members will receive an itemized statement of wages when MAOPS makes direct deposits.

405 Employment Termination

Since employment with MAOPS is based on mutual consent, both the team member and MAOPS have the right to terminate employment at will, with or without cause, at any time. Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- * Resignation - voluntary employment termination initiated by a team member.
- * Discharge - involuntary employment termination initiated by the organization.
- * Retirement - voluntary employment termination initiated by the team member meeting age, length of service and any other criteria for retirement from the organization.

502 Work Schedules

The normal work schedule for all team members is 8 hours a day, five days a week. Typical MAOPS business hours are from 8 a.m. to 4:30 p.m., Monday through Friday. Staffing needs and operational demands may necessitate variations in start and end times, as well as variations in the total hours that may be scheduled each day and each week. Exempt team members are expected to work the hours needed to meet deadlines. Weekend and evening meetings often necessitate working outside typical business hours.

Flexible scheduling, or flex time, is available in some cases to allow team members to vary their starting and ending times each day within established limits. Flex time may be possible if a mutually workable schedule can be negotiated with the MAOPS team. However, such issues as staffing needs, the team member's performance and the nature of the job will be considered before approval of flex time. Team members should consult the Executive Director to request participation in the flex-time program.

503 Work Week Defined

The MAOPS work week runs from Thursday through Wednesday.

504 Overtime

MAOPS employs both exempt and non-exempt team members, classified as such by the guidelines of the Federal Labor Standards Act (FLSA).

Exempt team members are paid a guaranteed salary and are not subject to overtime pay or compensatory time off as stipulated in the FLSA.

Non-exempt team members, paid at either an hourly rate or salaried, will be compensated for overtime worked beyond forty hours per week as stipulated in the FLSA. The FLSA does not allow compensatory time off in lieu of cash payment for overtime.

For budgetary purposes, all non-exempt team members must have any overtime worked pre-approved by the Executive Director. Non-exempt team members may be asked to take unpaid time off at certain times depending on the amount of overtime worked during the year and budgetary considerations.

Hourly non-exempt employees must track their time weekly and record on the required time sheet. Approved time worked beyond a 40-hour week must be reported to the Associate Executive Director or designated supervisor during the pay period for appropriate payment.

505 Tobacco Use and Vaping

In keeping with MAOPS' intent to provide a safe and healthy work environment, team member tobacco use, including vapor products, is prohibited on MAOPS' property.

506 Lunch Periods

All full-time team members are provided with one unpaid lunch period of 30 minutes in length each workday. Lunch periods typically occur between 11 a.m. and 1:30 p.m. Due to the small office staff, lunch periods must be scheduled so that at least one team member is present to answer the phone so we can honor our Member Service Commitment.

510 Emergency Closings

At times, emergencies such as severe weather, fires, power failures or earthquakes, can disrupt company operations. In extreme cases, these circumstances may require the closing of the work facility. Team members will be contacted by the Executive Director in the event of an emergency closing.

When operations are officially closed due to emergency conditions, the time off from scheduled work will be paid.

In cases where an emergency closing is not authorized, team members who fail to report for work will not be paid for the time off. Team members may request to use available paid time off in such instances.

511 Staff Ability to Work from Home

The following benefit is available only to full-time, exempt and salaried non-exempt team members with two years of service, at the sole discretion of the Executive Director.

With current technology, there will rarely be a necessity to close the Central Office due to inclement weather. In fact, with technology and with team members often commuting long distances to the Central Office, there are times when weather may be inclement in Jefferson City, but not in the areas where employees live (or vice versa). Technology allows business of the Association to continue in these instances.

No team member will ever be asked to travel to the Central Office in weather in which they feel uncomfortable to safely travel. However, team members should not expect to be excused from work duties due to their decision not to travel. Technology, used appropriately, allows this flexibility.

Similarly, personal issues often arise necessitating team members being away from the office. Technology, if used appropriately, enables team members to work from home in these instances as well. This ability benefits both the team members and the Association.

With flexibility from both the team members and employer (MAOPS), technology can be used to provide greater efficiency for the Association. In order to ensure that company time is used efficiently and ensure consistent parameters for using technology for working from home (or offsite), the following criteria will be expected from all team members:

- 6) The Central Office should never be left unattended due to a team member's desire to work from home. The Executive Director reserves the right to decline non-emergency related requests in order to prevent this.
- 7) Team members must be able to work from home (offsite) as efficiently as from the Central Office. The following criteria must be met:
 - a. The team member must have reliable internet access and be available via telephone and email (to members and other team members) during regular business hours.
 - b. The team member must have access to all company files during regular business hours.
 - c. The team member must be engaged in organization work during regular business hours and be willing to document work completed.
 - d. The team member must remember that we are a membership organization and everyone must be responsive to member needs during the course of a regular business day.
 - e. The team member is responsible for taking necessary steps to maximize productivity including planning backup assistance by co-workers in the office, set-up and maintenance of the remote worksite including necessary office equipment, furniture and insurance.

- 8) Personal emergencies should be communicated to the Executive Director as soon as possible. Work from home may be approved without necessitating using paid time off, if work can be performed as efficiently as described above.
- 9) Team members are asked to use their best judgment in determining whether to request to work from home, work from the Central Office or take PTO due to inclement weather or other emergencies. Even with technology, certain duties require a Central Office presence. Abuse and/or overuse of the privilege of working from home could result in its loss for individual team members.
- 10) All team members should discuss intent to work from home with the Executive Director in advance whenever possible. In emergency situations, communication with the Executive Director via email is appropriate. However, a phone call is expected in normal situations. The Executive Director reserves the right to decline requests.

Examples: Work from home or PTO?

- 8) We receive a 4" snowfall and a team member doesn't feel comfortable driving to the office.
 - No employee is expected to travel when they do not feel comfortable. Work from home is appropriate.
- 9) We receive a 4" snowfall and a team member doesn't feel comfortable driving to the office but does not have electricity.
 - In this case, the team member is unable to conduct the work of the Association and must use PTO.
- 10) A team member's child is sick and they wish to work from home to be with their child
 - Work from home is appropriate if the team member abides by the Member Service Commitment. If the situation is such that the sick child demands attention and prevents the team member from adequately focusing on work, this is not a valuable use of our member's resources and PTO should be used.
- 11) A team member's child is sick and they wish to work from home to be with their child. However, the team member, for some reason, is unable to access the internet.
 - The employee cannot adequately meet member and team need or meet the criteria of this policy.
- 12) A team member's child is sick and they wish to work from home to be with their child. However, in the middle of the day the child must be taken to the doctor.
 - The team member must take PTO for the time they were unable to work from home OR they could make that time up after normal work hours (in the evening, weekend) within a reasonable time period.
- 13) We receive 12" of snow and the state Highway Patrol advises against travel.
 - The Executive Director will close the Central Office and request that all team members work from home as they can. No PTO must be used.
- 14) An employee has to have an emergency appendectomy and their physician requires a week off work.
 - The Executive Director will not allow the employee to work from home until cleared by the physician. PTO must be used.

516 Computer and Email Usage

Computers, computer files, the email system and software furnished to team members are MAOPS property intended for business use. Team members should not use a password, access a file, or retrieve any stored communication without authorization. To ensure compliance with this policy, computer and email usage may be monitored.

MAOPS strives to maintain a workplace free of harassment and sensitive to the diversity of its employees. Therefore, MAOPS prohibits the use of computers and the email system in ways that are disruptive, offensive to others or harmful to morale.

For example, the display or transmission of sexually explicit images, messages and cartoons is not allowed. Other such misuse includes, but is not limited to: ethnic slurs, racial comments, off-color jokes, or anything that may be construed as harassment or showing disrespect for others.

Email may not be used to solicit others for commercial ventures, religious or political causes, outside organizations or other non-business matters.

Team members should notify the Executive Director upon learning of violations of this policy. Team members who violate this policy will be subject to disciplinary action, up to and including termination of employment.

517 Internet Usage

Internet access to global electronic information resources on the World Wide Web is provided by MAOPS to assist team members in obtaining work-related data and technology. The following guidelines have been established to help ensure responsible and productive Internet usage. While Internet usage is intended for job-related activities, incidental and occasional brief personal use is permitted within reasonable limits.

All Internet data that is composed, transmitted or received via our computer communications systems is considered to be part of the official records of MAOPS, and, as such, is subject to disclosure to law enforcement or other third parties. Consequently, team members should always ensure that the business information contained in Internet email messages and other transmissions is accurate, appropriate, ethical and lawful.

The equipment, services and technology provided to access the Internet remain at all times the property of MAOPS. As such, MAOPS reserves the right to monitor Internet traffic, and retrieve and read any data composed, sent or received through our online connections and stored in our computer systems.

Data that is composed, transmitted, accessed, or received via the Internet must not contain content that could be considered discriminatory, offensive, obscene, threatening, harassing, intimidating, or disruptive to any team member or other person. Examples of unacceptable content may include, but are not limited to, sexual comments or images, racial slurs, gender-specific comments, or any other comments or images that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law.

Internet users should take the necessary anti-virus precautions before downloading or copying any file from the Internet. All downloaded files are to be checked for viruses; all compressed files are to be checked before and after decompression.

Abuse of the Internet access provided by MAOPS in violation of law or MAOPS policies will result in disciplinary action, up to and including termination of employment. Team members may also be held personally liable for any violations of this policy. The following behaviors are examples of previously stated or additional actions and activities that are prohibited and can result in disciplinary action:

- * Sending or posting discriminatory, harassing or threatening messages or images
- * Using the organization's time and resources for personal gain
- * Stealing, using or disclosing someone else's code or password without authorization
- * Copying, pirating, or downloading software and electronic files without permission
- * Sending or posting messages or material that could damage the organization's image or reputation
- * Participating in the viewing or exchange of pornography or obscene materials
- * Sending or posting messages that defame or slander other individuals

- * Refusing to cooperate with a security investigation
- * Sending anonymous email messages or chain letters, solicitations, or advertisements not related to business purposes or activities
- * Jeopardizing the security of the organization's electronic communications systems
- * Engaging in illegal or unethical activities or violating the MAOPS Member Service Commitment

518 Workplace Monitoring

Workplace monitoring may be conducted by MAOPS to ensure quality control, team member safety, and security and association member satisfaction.

Computers furnished to team members are the property of MAOPS. As such, computer usage and files may be monitored or accessed.

Because MAOPS is sensitive to the legitimate privacy rights of team members, every effort will be made to guarantee that workplace monitoring is done in an ethical and respectful manner.

526 Cell Phone Usage

MAOPS provides cell phones to some team members as a business tool. They are provided to assist team members in communicating with management and other team members, their clients, associates and others with whom they may conduct business. Cell phone use is primarily intended for business-related calls. However, occasional, brief personal use is permitted within reasonable limits. Cell phone invoices will be regularly monitored.

As a representative of MAOPS, cell phone users are reminded that regular business etiquette be employed when speaking from office phones or in meetings applies to conversations conducted over a cell phone.

Misuse of MAOPS time due to personal cell phone use violates our Member Service Commitment and will be addressed accordingly. Team members are reminded that MAOPS phones are available for use for occasional personal phone calls.

Damaged company cell phones must be reported to the Executive Director. Depending on the circumstances, damaged cell phones may be replaced by the company or the team member. Under no circumstances should a damaged company cell phone be replaced by the team member without authorization from the Executive Director. Replaced cell phones should be of at least equal quality to the original.

MAOPS owns the right to all cell phones and numbers for phones supplied to team members. All company cell phones must be returned in working order upon termination of employment.

701 Team Member Conduct and Work Rules

To ensure orderly operations and provide the best possible work environment, MAOPS expects team members to follow rules of conduct that will protect the interests and safety of all team members and the organization while promoting a positive image of the Association and the profession.

It is not possible to list all the forms of behavior that are considered unacceptable. The following are examples of infractions of rules of conduct that may result in disciplinary action, up to and including

termination of employment:

- * Abuse/misuse of company time
- * Theft or inappropriate removal or possession of property
- * Falsification of timekeeping records
- * Working under the influence of alcohol or illegal drugs
- * Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or equipment
- * Boisterous or disruptive activity in the workplace
- * Insubordination or other disrespectful conduct
- * Tobacco use on MAOPS property
- * Excessive absenteeism or tardiness or any absence without notice
- * Unauthorized absence from work station during the workday
- * Unauthorized use of telephones, mail system, or other employer-owned equipment
- * Violation of personnel policies
- * Conviction of a felony or any legal conviction involving the use of alcohol or the possession, sale, or use of illegal drugs
- * Inappropriate use of personal or Association social media (any use that violates the Member Service Commitment)
- * Unsatisfactory work performance or conduct

Employment with MAOPS is at the mutual consent of MAOPS and the team member, and either party may terminate that relationship at any time, with or without cause, and with or without advance notice.

703 Sexual and Other Unlawful Harassment

MAOPS is committed to providing a work environment that is free from all forms of discrimination and conduct that can be considered harassing, coercive, or disruptive, including sexual harassment. Actions, words, jokes, or comments based on an individual's sex, race, color, national origin, age, religion, disability, sexual orientation, or any other legally protected characteristic will not be tolerated.

Sexual harassment is defined as unwanted sexual advances, or visual, verbal, or physical conduct of a sexual nature. This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser. The following is a partial list of sexual harassment examples:

- * Unwanted sexual advances
- * Offering employment benefits in exchange for sexual favors
- * Making or threatening reprisals after a negative response to sexual advances
- * Visual conduct that includes leering, making sexual gestures, or displaying of sexually suggestive objects or pictures, cartoons or posters
- * Verbal conduct that includes making or using derogatory comments, epithets, slurs, or jokes.
- * Verbal sexual advances or propositions
- * Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, or suggestive or obscene letters, notes, or invitations
- * Physical conduct that includes touching, assaulting, or impeding or blocking movements

Unwelcome sexual advances (either verbal or physical), requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of employment; (2) submission or rejection of the

conduct is used as a basis for making employment decisions; or, (3) the conduct has the purpose or effect of interfering with work performance or creating an intimidating, hostile, or offensive work environment.

If you experience or witness sexual or other unlawful harassment in the workplace, report it immediately to your supervisor. If the supervisor is unavailable or you believe it would be inappropriate to contact that person, you should immediately contact the Executive Director or any other member of management. You can raise concerns and make reports without fear of reprisal or retaliation.

All allegations of sexual harassment will be quickly and discreetly investigated. To the extent possible, your confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, you will be informed of the outcome of the investigation.

Any team member who becomes aware of possible sexual or other unlawful harassment must immediately advise the Executive Director or any member of the Executive Committee so it can be investigated in a timely and confidential manner. Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

704 Attendance and Punctuality

Poor attendance and excessive tardiness are disruptive and inhibit team members from fulfilling the Member Service Commitment. To maintain a safe and productive work environment, MAOPS expects team members to be reliable and punctual. Habitual or frequent absenteeism and tardiness places a burden on other team members and hinders the team's ability to live up to the Member Service Commitment and team values. Situations may occur when a team member will be late for work. Team members are expected to be professional and ensure that they live up to the Member Service Commitment and team values.

705 Personal Appearance

The dress code for MAOPS is simple: "Dress for the day."

You may consult the Executive Director if you have questions as to what constitutes appropriate appearance. Team members follow a general rule of thumb: "If you have to ask, then it is likely not appropriate."

Where necessary, reasonable accommodations may be made to a person with a disability.

All team members are trusted to remember that dress, grooming and personal cleanliness standards contribute to the morale of all team members and affect the business image MAOPS presents to customers and visitors.

During business hours, or when representing MAOPS, you are expected to present a clean, neat and tasteful appearance with the schedule of for the day dictating appropriate dress. You should dress and groom yourself according to the requirements of your position and accepted social standards. This is particularly true if your job involves dealing with association members or visitors in person.

The following is never appropriate dress for work: shorts, pants with holes in them, sweat pants, rubber flip-flops, or t-shirts.

Visible tattoos, excessive piercings (at the sole discretion of the Executive Director) and fluorescent and excessive hair colorings are not acceptable.

If the Executive Director or team member in charge feels your personal appearance is inappropriate, you may be asked to leave the workplace until you are properly dressed or groomed. Under such circumstance, you will not be compensated for the time away from work.

706 Return of Property

Team members are responsible for all MAOPS' property, materials, electronic, or written information issued to them or in their possession or control.

Team members must return all MAOPS-issued property immediately upon request or upon termination of employment. Where permitted by applicable laws, MAOPS may withhold from the team member's paycheck or final paycheck the cost of any items that are not returned when required in acceptable working condition. MAOPS may also take all action deemed appropriate to recover or protect its property.

708 Resignation

Resignation is a voluntary act initiated by the team member to terminate employment with MAOPS. Although advance notice is not required, MAOPS requests that team members provide a written resignation letter at least three weeks prior to the anticipated departure date.

If a team member does not provide advance written notice as requested, the team member will be considered ineligible for rehire.

714 Drug Testing

MAOPS is committed to providing a safe, efficient and productive work environment for all team members. Using or being under the influence of drugs or alcohol on the job may pose serious safety and health risks. To help ensure a safe and healthy working environment, job applicants and team members may be asked to provide body substance samples (such as urine and/or blood) to determine the illicit or illegal use of drugs and alcohol. Refusal to submit to drug testing may result in disciplinary action, up to and including termination of employment.

Copies of the drug testing policy will be provided to all team members. Team members will be asked to sign an acknowledgement form indicating that they have received a copy of the drug testing policy. Questions concerning this policy or its administration should be directed to the Executive Director.

722 Workplace Etiquette

MAOPS strives to maintain a positive work environment where team members treat each other with respect and courtesy. Sometimes issues arise when team members are unaware that their behavior in the workplace may be disruptive to others. Many of these day-to-day issues can be addressed by politely talking with a co-worker to bring the perceived problem to his or her attention. In most cases, common sense will dictate an appropriate resolution. MAOPS encourages all team members to keep an open mind and graciously accept constructive feedback or a request to change behavior that may be affecting another

team member's ability to concentrate and be productive.

Please contact the Executive Director if you have comments, concerns, or suggestions regarding workplace etiquette.

789 Whistleblower Policy

This Whistleblower Policy, which encourages team members and volunteers to come forward with credible information on illegal practices or serious violations of adopted policies of the Association, specifies that the Association will protect the person from retaliation, and identifies where such information can be reported.

- Encouragement of Reporting
 - MAOPS encourages complaints, reports or inquiries about illegal practices or serious violations of policies, including illegal or improper conduct by MAOPS itself, by its leadership, staff or by others on the Association's behalf. Appropriate subjects to raise under this policy would include financial improprieties, accounting, or audit matters, ethical violations, or other similar illegal or improper practices or policies.
- Protection from Retaliation
 - MAOPS prohibits retaliation by or on behalf of MAOPS against team members or volunteers for making good faith complaints, reports, or inquiries under this policy or for participating in a review or investigation under this policy. This protection extends to those whose allegations are made in good faith, but prove to be mistaken. MAOPS reserves the right to discipline persons who make bad faith, knowingly false, or vexatious complaints, reports, or inquiries or who otherwise abuse this policy.
- Where to Report
 - Complaints, reports or inquiries may be made under this policy on a confidential or anonymous basis. They should describe in detail the specific facts demonstrating the basis for the complaints, reports or inquiries. They should be directed to MAOPS Executive Director or President. If both of those persons are implicated in the complaint, report or inquiry, it should be directed to the President-elect. MAOPS will conduct a prompt, discreet and objective review or investigation. Team members or volunteers must recognize that MAOPS may be unable to fully evaluate a vague or general complaint, report or inquiry that is made anonymously.

802 Recycling

MAOPS supports environmental awareness by encouraging recycling and waste management in its business practices and operating procedures. This support includes a commitment to the purchase, use and dispose products and materials in a manner that will best utilize natural resources and minimize any negative impact on the environment.

Special recycling receptacles have been set up to promote the separation and collection of the following recyclable materials:

- * Computer paper
- * White high grade or bond paper
- * Ledger paper

- * Mixed or colored paper
- * Newspaper
- * Brown paper bags and cardboard
- * Aluminum cans
- * Plastic bottles

The simple act of placing a piece of paper, can or bottle in a recycling container is the first step in reducing demand on the earth's limited resources. Success of this program depends on active participation by all of us. Employees are encouraged to make a commitment to recycle and be a part of this solution. By recycling, MAOPS is helping to solve trash disposal and control problems facing all of us today. If you have any questions or new ideas and suggestions for the recycling program, contact the Executive Director.

E. Financial Policies

E.1: MAOPS Automobile Reimbursement to Wetzel

The William L. Wetzel Education & Research Foundation owns an automobile for business travel. The Missouri Association of Osteopathic Physicians & Surgeons utilizes the automobile for business, as well. Each year, the percentage of total miles utilized by MAOPS will be applied to the total previous year's expenses recognized in the financials for depreciation expense, taxes, insurance, maintenance, and gasoline expenses. MAOPS will reimburse the Foundation annually in one lump sum for the calculated total expense

E.2: Financial Analysis of Board Actions

All MAOPS Board of Trustee's actions with possible financial implications must be directed to the MAOPS Finance and Audit Committee to be evaluated for financial impact on the Association. Those actions the Committee deems do not have significant financial implications will go into effect immediately upon approval by the committee. Those deemed to have significant financial implications requiring annual budget revisions will be brought back to the Board of Trustees for discussion and final action at the next scheduled Board meeting.

E.3: MAOPS Credit Card Information Security Statement

The functions of the association regarding dues collection, convention registration collection, donation collection and other miscellaneous funds collection facilitate access to the personal credit card information of our members and business partners. Information on credit cards is highly sensitive and must be protected from fraudulent use at all times. The MAOPS policy in regards to credit card information security is as follows:

1. No credit card information should be emailed at any time between MAOPS employees or to individuals or businesses outside of MAOPS.
2. Provided credit card information must be marked "Confidential."
3. Provided credit card information must be stored in a locked cabinet at all times. This includes, at a minimum, all of the following:
 - a. Completed membership dues statements
 - b. Completed membership applications
 - c. Convention registration forms
 - d. Receipts on which credit card information is written

In the event credit card security is breached, MAOPS will take immediate action to pursue the source of the breach. Consequences of a security breach will result in actions against the offender, up to and including termination. Legal ramifications may be pursued.

E.4: Electronic Payments

At times, it is advantageous for the Missouri Association of Osteopathic Physicians and Surgeons and the William L. Wetzel Education and Research Foundation to pay accounts payable/invoices electronically in order to expedite payment of an invoice to avoid late charges, or when payment is required prior to mailing an item or providing a service, and to make credit card payments. When electronic payment is utilized a list of electronic payment submissions will be included weekly for the chair of the Finance and Audit Committee, Executive Director, and Accountant on the weekly disbursement form which is sent to the chair of the Finance and Audit Committee with checks for signature. Electronic payments will be approved by the Executive Director or Associate Executive Director prior to payment.

E.5: MAOPS Reimbursement Policy for AOA House of Delegates

In order to ensure budgeted expenses are not exceeded, the following will be the reimbursement rates for MAOPS delegates to the AOA.

Stipend: Each delegate will receive a stipend in an amount determined annually by the Finance and Audit Committee and approved with the annual budget by the Board of Trustees.

Hotel: Each delegate's hotel expense will be paid for on the MAOPS Master Account for Thursday thru Saturday nights (3 nights) only. Room and tax for a single occupancy room (at or below the group rate negotiated by the American Osteopathic Association) only will be covered. All incidentals and charges for additional people and additional nights will be the responsibility of the Delegate.

Attendance: All delegates are expected to be in attendance for the entire House of Delegates proceedings, including attendance at assigned reference committees and the MAOPS Caucus meetings in order to receive the stipend reimbursement.

E.6: Executive Alternative Compensation

The MAOPS Board of Trustees may, at their discretion, choose to offer Executive staff family insurance benefits, performance bonuses, incentive bonuses, additional paid days off, additional vacation days, or other alternative forms of compensation in addition to, or in lieu of, traditional benefits and salary.

E.7: MAOPS Employee Health Insurance

In order to provide MAOPS employees quality healthcare coverage with minimal changes in benefits packages in place upon hiring, and in order to try and reduce annual premium costs to the association, annual premium analyses will be conducted to determine the most cost-effective method of providing employees healthcare coverage.

Should the most cost-effective scenario involve a policy with a deductible, MAOPS, at the discretion of the Board, may reimburse employees for part or all of the amount of the deductible they incur on medical expenses with "in-network" providers only, unless proof can be provided that no "in-network" provider is/was available in the state. Employees are responsible for maintaining and submitting appropriate documentation once per quarter for reimbursement. Employees will not be reimbursed for insurance co-payments normally charged. Reimbursement will only be provided for healthcare charges that apply to their deductible and not copays. Employees will not be reimbursed for undocumented charges.

E.8: MAOPS Financial Audit

MAOPS will hire an independent audit firm, approved by the Board of Trustees, to periodically perform a financial audit.

E.9: MAOPS Audit Committee

The MAOPS Finance and Audit Committee will serve as the Audit Committee for the Association and review performed audits as necessary. The committee will report findings to the Board of Trustees.

E.10: Petty Cash

The Missouri Association of Osteopathic Physicians and Surgeons will maintain \$300 in petty cash for minor expenses and travel. The petty cash will be replaced only after proper documentation of the expense has been provided and approved by the Executive staff.

E. 11. MAOPS Reserve Policy

Statement of Purpose: MAOPS will maintain an Operating Reserve in order to achieve the following:

1. Financial longevity of MAOPS.
2. Substantial annual interest and dividend revenue
3. Annual review by the Board of Trustees of programs in place to ensure any programs with negative financial impacts do not extend so as to jeopardize the financial stability of MAOPS.

Operating Reserve Fund: The minimum operating reserve funds for MAOPS shall be one year's worth of annual expenses. One year's worth of annual expenses shall be calculated as the average of the previous five years of total operating expenses. This reserve fund is separate from any designated, restricted or temporarily restricted net assets and will be listed separately in the net assets section of the balance sheet.

Use of the Operating Reserve Fund: The Operating Reserve Fund shall only be accessed by the Executive Director after written approval by the full Board. The request to access the reserve fund must include a detailed plan for how the Operating Reserve will be refunded within six months of the drawdown. Each month after a drawdown of the reserve fund, the Executive Director must meet with the Executive Committee and/or Board of Trustees to review the progress toward the refunding of the reserve. These meetings will no longer be required once the reserve fund is replenished. The drawdown will be recorded as a liability – Due to Operating Reserve – in the financial statements.

Investment of the Operating Reserve Fund: The Operating Reserve Fund will be invested in long term investments in accordance with the long-term investment strategy.

Responsibilities of the Finance and Audit Committee: the Finance and Audit Committee will review the Operating Reserve Fund at its regular meetings and will be charged with assuring that the funds are invested prudently in accordance with the long-term investment strategy.

E.12: Authorized Signers for MAOPS, Wetzel and Des Peres Checks

The Finance and Audit Committee Chair is one of the two primary check signers along with the Executive Director. The other authorized signers will be asked to sign checks if the Finance and Audit Committee Chair and/or Executive Director is not available.

E.13: Requirements for Affiliate Finances

MAOPS affiliates have the option to handle their own bookkeeping or transfer the bookkeeping tasks to the MAOPS Central Office staff. Affiliates opting to handle their own bookkeeping must 1) have their own tax id number, 2) must file the appropriate tax return annually or must file Form 990-N annually (if applicable), and 3) must provide to MAOPS proof the appropriate tax document was filed by June 1 annually. Affiliates failing to provide a copy of the appropriate tax documentation by June 1 the year following formation will immediately have their affiliate status terminated.

E.14: Affiliate Bookkeeping Protocol

The procedure for affiliate bookkeeping is as follows:

9. Each affiliate's total assets will be reserved within MAOPS net assets and will be designated as restricted for that district. Instructions must be provided by the affiliate identifying which affiliate members are authorized to approve disbursements.
10. Affiliate dues will be collected through MAOPS as a part of the MAOPS annual membership solicit process. Affiliate dues rates must be defined based on the MAOPS member types only. Each affiliate must provide their dues rates to the Central Office by August 31 of each year.
11. Affiliates can expect a three-week turnaround on disbursement requests.
12. MAOPS will electronically provide a statement of the affiliate's finances quarterly to the affiliate president, treasurer, or district contact.
13. Affiliate assets will be invested according to MAOPS investment strategy. Interest, dividends, capital gains or losses, realized gains or losses and unrealized gains or losses will be allocated once annually to each district accordingly based on their year-end balance (September 30).
14. Affiliate dues will be collected through MAOPS as a part of the MAOPS annual membership solicit process. *The Central Office strongly encourages one dues rate.* Affiliate dues rates must be defined based on the MAOPS member types only. Each affiliate will have to determine what their district rate(s) will be and must notify the Central Office of the dues rate by August 31 of each year.
 - As an example, MAOPS has the following member types (partial listing): Post-graduate, first year, second year, third year, full, part-time and retired members. If a district wants more than one rate, the rates must be applied based on the MAOPS member type and the MAOPS definition of member type. If, for example, the Southwest district has two rates – one for practicing physicians and one for retired physicians – only retired members per the MAOPS database in the Southwest district will be charged the Southwest district's retired rate.
15. Disbursements needed by the affiliate must be requested via email, fax or US mail of the Central Office a minimum of three weeks before the disbursement is due. MAOPS processes disbursements every Wednesday (except during MOAC or MSACOFP's WSS). Requests received by end of day Tuesday will be processed. The disbursements request form (see attached) must be completed and the appropriate signature(s) (as previously defined by the affiliate) must be included.
16. Members of the affiliate needing reimbursement for an expense of the affiliate he or she paid personally, must complete the disbursements request form, obtain the required signatures and send to the Central Office via email, fax or US mail. Reimbursements will be made weekly in accordance with MAOPS disbursements process as previously defined.
17. Quarterly, MAOPS will provide a reconciliation of each affiliate's accounts to the affiliate's President electronically. A listing of the paid affiliate members will be included with the reconciliation.

This policy is also found as C.3

E.15: MAOPS Employee Compensation Policy

In order to pay employees competitive salaries and ranges, MAOPS will implement a P40 market position* with an annually established midpoint+ and minimum and maximum salaries within each job level 20% above and below the midpoint. The policy will be updated annually prior to employee annual salary adjustments using a market multiplier obtained from the Hay Group (or the company who has most

recently performed the compensation study). The actual salary schedule is confidential and is kept separately from this policy.

*as established by the Hay Group in November 2014

†The Hay Group will be contacted annually for this multiplier prior to MAOPS annual employee reviews.

E.16: MAOPS Compensation Study Frequency and Policy Update

The MAOPS Board of Trustees shall allocate funds, and the Executive Director will contract with a firm to conduct a review and update of the MAOPS Compensation Policy every five – seven years. (Most recently conducted: November 2014, by the Hay Group)

E. 17: Requests for Funds from the Wetzel Foundation and/or MAOPS

Whereas the William L. Wetzel Education and Research Foundation and the Missouri Association of Osteopathic Physicians and Surgeons frequently receive requests for grants, scholarships, and donations from members of the organization, private organizations, and the public, the following process must be followed for all requests for funds from such entities outside those typically budgeted and planned for.

1. The “Grant Application” must be completed in its entirety and submitted to the MAOPS Executive Director.
2. The Executive Director will submit the request to the President of MAOPS and legal counsel for review.
3. Should legal counsel foresee any issues with the request, the requestor will be notified that the request has been denied.
4. Should the President and legal counsel feel the request meets the criteria stipulated in either the Wetzel Foundation or MAOPS mission (see below) and no legal issues, conflicts of interest, or precedents are identified, the request shall be considered at the next scheduled meeting of the Finance and Audit Committee.
5. The recommendations of the Finance and Audit Committee and legal counsel will be considered at the next meeting of the Board of Trustees and official action will be taken.
6. The official action of the Board of Trustees will be communicated to the requestor.

The mission of the Missouri Association of Osteopathic Physicians and Surgeons is to preserve and advance the distinct philosophy and practice of osteopathic medicine and to advocate for the profession. The purposes are:

- 1.) to improve public health by promoting the art and science of Osteopathic medicine in the healing arts; advancing the profession’s knowledge in the use of surgery, obstetrics, rehabilitative medicine, and the prevention, diagnosis and treatment of diseases and trauma; stimulating original research and investigation; and collecting and disseminating the results of such works for the education of the profession and the health and welfare of the general public.
- 2.) to promote a close relationship between the Osteopathic profession and other organizations interested in the advancement of public health and welfare.
- 3.) to promote a close relationship between members of this profession and encourage free exchange of information and ideas.
- 4.) to develop, maintain and protect the separate identity of Osteopathic medicine as a distinct profession within the practice of the healing arts.
- 5.) to promote, develop and assist colleges of Osteopathic medicine and educational institutions.

- 6.) to act as a designated representative of members in relationships with Federal, State, County and Municipal governments, insurance carriers, hospitals, and nursing homes, or any agents thereof, in matters of practice rights, and obligations under sponsored public health programs.

The purposes of the William L. Wetzel Education and Research Foundation are:

- a) to further advancement of osteopathic education in medicine and surgery;
- b) to maintain and perpetuate the memory of William L. Wetzel;
- c) to educate osteopathic physicians and the public; and
- d) to have all the powers necessary or proper for the accomplishment and furtherance of the above stated purposes.

MAOPS – Wetzel Foundation Grant Application

Date: _____

Name of Person or Organization Requesting Funds: _____

Contact Information:

Street: _____ City: _____

State: _____ Zip: _____

Email: _____

Phone: _____

Amount Requested: _____ Type of Organization (IRS Tax Status)? _____

Current member of MAOPS? _____ Total years of MAOPS membership? _____

Brief description of MAOPS and osteopathic professional involvement:

Brief Description of Use of Funds:

Please attach the following:

1. A detailed description of the proposed use of the funds, including a budget and timeline for expenditures.
2. The total project cost and a description of other sources of funds, and amounts, for this project.
3. An analysis of how this use meets the mission of either the Wetzel Foundation or MAOPS
4. A description of how the requesting entity will report and document the use of said funds, including frequency of reporting, and the method of return of all unused funds.
5. A description of how the requesting entity will promote the involvement of MAOPS/Wetzel Foundation.

F. Policy Development and Review

F.1: Dated Association Policies

The Missouri Association of Osteopathic Physicians and Surgeons' Board of Trustees or appropriate committees as designated by the President shall review resolutions on the fifth anniversary of their passage to determine whether it continues to reflect the current position of the Association. All reaffirmations or amendments will be approved by the Board of Trustees.

F.2: Resolutions - Official Publication

Since "whereas" statements are strictly explanatory in nature, "Whereas" statements on all MAOPS resolutions approved by the Board of Trustees will be removed and only the "Resolved" statements will be published as official association policy unless specifically authorized by the Board.

G. Governance and Leadership

G.1.A: Board Member Expectations

All Trustees of the Missouri Association of Osteopathic Physicians and Surgeons must agree to the expectations set forth for members of the Board.

Trustees unable to abide by the expectations may be asked to resign their position from the Board.

Trustees unable to attend a Board meeting are expected to contact administrative staff in advance of the scheduled meeting. Unexcused absences from Board meetings will result in a contact from the administrative staff notifying the Trustee of the unexcused absence. Multiple unexcused absences from Board meetings during a Trustee's term could result in dismissal from the Board.

The minutes of the meetings of the Board of Trustees will reflect those present, those with excused absences, and those with unexcused absences.

G.1.B: Characteristics of an Exemplary Board Member

MAOPS Board Members are expected to:

1. Attend and fully participate in Board meetings
2. Attend the Missouri Osteopathic Annual Convention
3. Actively serve on at least one MAOPS Committee
4. Understand and abide by MAOPS bylaws, mission, and vision.
5. Be fiscally responsible and know and understand the Association's budget, financial statements, audit, and annual 990.
6. Support revenue generating activities of MAOPS such as attendance at the annual meeting, participation in fundraisers, exhibitor and sponsorship solicitations, and membership recruitment.
7. Put self-interest aside for the best interest of MAOPS.
8. Communicate electronically and respond promptly to staff and leader communications.
9. Prepare ahead of time for all Board meetings.
10. Think for the future of MAOPS and be willing to change for the better.
11. Promote the organization's image by supporting the decisions of the Board even if not in agreement.
Question in private with the Board; support in public!

12. Be respectful of all staff, volunteers and members.
13. Accept the non-governance responsibilities that come with Board service including social and other functions sponsored by MAOPS when your schedule allows. All efforts should be made to fully participate in such functions at the annual convention.
14. Help to identify and cultivate new leaders on the Board and committees.

G.2. MAOPS Officer Committee Service

Whereas MAOPS officers should have a well-rounded knowledge of all aspects of the Association in order that they represent the organization knowledgeably once President, it is imperative that they participate in all committee aspects of the Association prior to election as President. Following is the required order for committee service for each officer position. An officer may serve on other committees as well during this time.

| | Finance & Audit | Education & Convention | Legislative | Physician Health | Leadership Development | Fast Action Teams | Chair of Annual Resolution Review Reference Committees |
|--------------------------------|----------------------------|-----------------------------------|--------------------|-------------------------|-------------------------------|--------------------------|---|
| Past-President | √ | | √ | | √ | √ | √ |
| President | √ | √ | √ | √ | | | |
| President-elect | √ | | √ | | | √ | √ |
| 1 st Vice President | | | √ | | | √ | √ |
| 2 nd Vice President | | √ | √ | | | √ | √ |

Approved April 29, 2015 by the Board of Trustees

G.3: Nomination and Election of Postgraduate and Student Trustees

MAOPS bylaws allow for one osteopathic post-graduate and one osteopathic student Trustee. Each must be training in a Missouri program and be members of the association. Each will serve a one year term commencing following the annual membership meeting.

Postgraduate Trustees Nomination and Election

Annually, postgraduate Trustee nominees will be solicited via the official publication of the Association and other equally effective methods with a deadline for application of December 15 annually. Candidates must be MAOPS members as of the application deadline. Nominations for Postgraduate Trustees may be made by any member, affiliate organization, committee (standing or ad hoc), or the Board of Trustees. The Young Physicians group will be encouraged to nominate a representative to serve on the MAOPS Leadership Development Committee and to caucus, vet and endorse a candidate for postgraduate Trustee (for the following year) at the annual meeting.

All nominees will be required to submit an application to the Leadership Development Committee. Applications will be reviewed by the Leadership Development Committee to ensure basic criteria are met. This will include, but not be limited to: MAOPS membership, training in a Missouri program, and a completed application packet (including a questionnaire, CV, cover letter expressing interest and current photo). The Leadership Development Committee may request additional information be submitted by a candidate including credit report, background check, and /or disciplinary report.

After review, the committee will recommend one nominee to the Board of Trustees to be approved to serve a one-year term.

Student Trustee Nomination and Election

Annually, the MAOPS Central Office will contact the Presidents of the Student Government Association, Student Osteopathic Medical Association and MAOPS Student Chapter at each College of Osteopathic Medicine in Missouri to request a nominee from each organization to be considered for the college's student Trustee representative. Nominees should be current first year students who will be on campus the following year. Each organization will be asked to submit a letter of nomination for the person selected to the MAOPS Leadership Development Committee by March 31 annually. The student selected by the organizations shall submit required documents the Leadership Development Committee by March 31 annually. The committee will recommend one student from each college of osteopathic medicine to serve as a student Trustee. The Board of Trustees will formally vote on the three recommended students at the annual meeting. Selected Trustees will participate in orientation and be installed as Trustees at the annual meeting. Their terms will last through the next year's annual meeting.

Student nominees will be required to submit to the Leadership Development Committee, at least the following: a curriculum vitae, questionnaire and current photo. The Leadership Development Committee may request additional information, including a personal interview of the candidate, at their discretion.

The three student Trustees will have one total vote. Should differences in opinion on an issue be present during a vote, the one vote will be decided by a majority of the student Trustees present and voting.

G.4: Nomination, Election and Installation of MAOPS At-large Trustees

- At-large Trustee terms are three years in length and a Trustee can serve no more than two consecutive full terms as an at-large Trustee.
- Four at-large Trustee terms will expire annually.

Vacant Trustee Positions

- The President, per bylaws, may fill the remainder of any vacated term with a qualified candidate and that portion of the term shall not count toward the term limit of a Trustee.
- The vacated term may also remain vacant until the term expires and a candidate can be duly elected by the membership.
- Vacant trustee positions may not be filled by a past Trustee who has term-limited out, unless that Trustee has been off the Board for three years and thus is eligible to serve on the Board again.

Nomination and Ballot Creation

- The MAOPS Leadership Development Committee will annually solicit membership for nominations for open Trustee positions.
- Nominations may come from members, affiliate organizations, committees (standing or ad/hoc), and the Board of Trustees.

- All candidates for the position of At-large Trustee must:
 - a.) Be a Missouri licensed osteopathic physician, and
 - b.) Have been a dues paying MAOPS member for at least the past three membership cycles (this can include one year of a gift or courtesy membership)
- Candidate applications shall be accompanied with:
 - a.) a letter of interest expressing the desire to be a candidate for the position of MAOPS Trustee,
 - b.) a current photograph of the nominee (for use in publications),
 - c.) a completed candidate questionnaire, and a
 - d.) Current curriculum vitae.
 - e.) Requests for additional information may be made by the Leadership Development Committee, including additional references, background and credit checks, disciplinary records, etc. Any such requests, if made, shall be required of all candidates.
- The Leadership Development Committee will review candidate applications and ensure they meet basic requirements set forth in policy by the Board of Trustees.
- The Leadership Development Committee has sole authority to deny placement on the ballot for incomplete applications, including candidate refusal to supply any additionally requested information.
- Candidates meeting all application requirements shall be placed on the ballot to be voted on by general membership.

Leadership Development Committee Purview

- Should the Leadership Development Committee deem it appropriate, the December 15 annual deadline for Trustee candidate applications may be extended.

Election Process

- The ballot for the open At-large Trustee position(s) will be electronically sent to all MAOPS regular, life, honorary life, retired, and part-time members as defined in the bylaws. Osteopathic physicians receiving courtesy or gift memberships shall be treated as “regular members” as defined in the bylaws for the purpose of the election.
- For the purposes of election participation, all dues paying members participating in the election must be paid MAOPS members as of March 1 annually. All memberships received after this date must be postmarked as of March 1 or earlier in order to be considered “paid as of March 1.” The MAOPS Executive shall have the authority to extend this deadline for membership under extenuating circumstances. Extenuating circumstances only exist if all MAOPS members are affected. (An example would be if March 1 falls on a Sunday).
- A member may complete only one ballot and will have one vote per open Trustee position.
- In order to ensure a fair election, an outside elections agency shall be hired at the discretion of the Executive Director.
- The election window shall be seven days in length.
- The election window shall close at least fifteen days prior to the annual meeting of the association. No voting outside this window will be allowed under any circumstances unless approved by the Executive Director due to extenuating circumstances. (An example of an extenuating circumstance would be if it was determined that the online ballot was unavailable for an extended time due to technical difficulties).

- Electronic ballots shall be sent to the member's preferred email address of record in the MAOPS database as of March 1 annually.
- To preserve the integrity of the election, members must cast their vote through the electronic platform provided. No verbal or written votes will be accepted.

Winners Declared

- The top four vote recipients will be declared Trustees.
- In the event of a tie, the outcome will be decided by a vote of the Board of Trustees, with the winner being the candidate receiving the most votes.

Installation of Trustees

- All newly elected Trustees, including postgraduates and students, will be formally installed in public forum at the annual membership meeting or at similar venue as determined by the Board of Trustees.

G.5. Timeline for Nomination Process

April/Annual Conference: Open Trustee positions for the next election cycle will be promoted. The Leadership Development Committee will host an informational forum for interested future leaders.

August-December 14: Announce expiring Trustee terms and call for nominations

December 15: Deadline for completed Trustee candidate applications

January 15-31: Staff will forward all completed application packets for all Trustee nominees to the Leadership Development Committee

February 1-February 28: Leadership Development Committee credentials all applicants

March 1: Leadership Development Committee completes official ballot and introduces candidates to the membership via official publication, website or other practical means.

March 20 – April 7: Members presented with official ballot and general election held during a 7-day window during this time period.

April 15 – May 1: Election results presented to membership

Annual Conference or venue approved by the Board: Installation of new Board members.

G.6. Transition from Current System to New System

Transition of Current Trustees – Term Limits

All current Trustees as of January 1, 2016 will be eligible to run for re-election upon the expiration of their term. Their current term will be considered as their first term in the two-term limit as described in the bylaws.

Transition of Terms – Expiration dates

In order to ensure adequate representation and a smooth transition, the terms of all current Trustees as of January 1, 2016 will expire after the conclusion of the annual membership meeting in the year following the designated expiration of their term as district Trustee. (Example: District A's term expires December 31, 2016. This term will be extended through April 26, 2017.

Transition to Set Terms – Terms Remain Static Regardless of Situation

In order to ensure that Trustee turnover is kept consistent, Trustee terms will remain the same, regardless of if the term is vacated or not. For example, Term A is set to expire in 2020. Trustee A resigns in 2018 and the

President appoints an interim Trustee. The interim Trustee’s term will still expire in 2020. This will ensure that four terms expire each year in perpetuity.

Transition Timeline

In order to ensure a smooth transition from district Trustees to At-large Trustees, the following transition system will be used:

2016

- Nominations for new 2017 postgraduate, student and four at-large Trustee positions due by December 15, 2016.
- The Northwest and Ozark District Trustee terms will expire December 31, 2016. No new Trustees will be accepted from the districts.

2017

- Elections for new 2017 postgraduate and at-large Trustees will occur at least 15 days prior to the annual conference. Terms for elected at-large Trustees will expire in 2020.
- Nominations for 2018 postgraduate, student and four at-large Trustee positions due by December 15, 2017.
- Boone, Central, Central Ozark, Mineral Area, and North Central district Trustee positions expire April 26, 2017.

2018

- Elections for new 2018 postgraduate and at-large Trustees will occur at least 15 days prior to the annual conference. Terms for elected at-large Trustees will expire in 2021.
- Kansas City, Northeast, Osage Valley, Southwest, and West Central districts Trustee terms expire April 25, 2018.
- Nominations for 2019 postgraduate, student and four at-large Trustee positions due by December 15, 2018.

2019

- Elections for new 2019 postgraduate and at-large Trustees will occur at least 15 days prior to the annual conference. Terms for elected at-large Trustees will expire in 2022.
- Kansas City, Northeast, Osage Valley, Southwest, and West Central districts Trustee terms expire after the 2019 annual membership meeting (TBD).
- Nominations for 2020 postgraduate, student and four at-large Trustee positions due by December 15, 2019.

As of the conclusion of the April 25, 2019 Annual Membership Meeting the full transition will be complete and the MAOPS Board will consist of:

- Five officers
- 1 student
- 1 postgraduate
- 4 at-Large Trustees with terms expiring in 2020
- 4 at-large Trustees with terms expiring in 2021
- 4 at-large Trustees with terms expiring in 2022

| <u>District Affiliate</u> | <u>Current term expiration</u> |
|----------------------------------|---------------------------------------|
| Boone County | <i>Chris Wolf ('17)</i> |
| Central | <i>Alan Weaver ('17)</i> |
| Central Ozark | <i>Jeff Kerr ('17)</i> |
| Kansas City Regional | <i>Bruce Williams ('18)</i> |
| Mineral Area | <i>Tom Berkbigler ('17)</i> |

| | |
|---------------------|--------------------------------|
| North Central | <i>Delos Clow ('17)</i> |
| Northeast | <i>John Bailey ('18)</i> |
| Northwest | <i>Steven Brushwood ('16)</i> |
| Osage Valley | <i>Steve Linsenhardt ('18)</i> |
| Ozark | <i>Elizabeth Lucore ('16)</i> |
| South Central Ozark | <i>Jeff Dryden ('17)</i> |
| Southwest | <i>Stephen Bazzano ('18)</i> |
| St. Louis | <i>Tim Jennings ('17)</i> |
| West Central | <i>Ken Jones ('18)</i> |
| KCU-COM | <i>Matt Strobe ('16)</i> |
| ATSU-KCOM | <i>Jen Petty ('16)</i> |
| Resident | <i>Ashley Warren ('16)</i> |

G.7. Board Delegated Authorities

In order to expedite association business and more efficiently serve members the MAOPS a Wetzel Foundation Board of Trustees delegates authority to the Executive Director to execute the following actions in compliance with the MAOPS and Wetzel bylaws and/or Board policy:

1. Conferring Life Membership per bylaws if the member:
 - a. is 70 years old OR has completed forty years as an osteopathic physician (as determined from the date of COM graduation), and
 - b. Has been a regular member paying full member dues since 2002 or for the past 25 consecutive years, whichever is lowest
2. Approving retired membership if the member:
 - a. Is fully retired from the practice of medicine,
 - b. Is deriving no income from the practice of medicine, and
 - c. Completes an attestation form declaring each of the above.
3. Approving allopathic physicians (MD's) for professional associate membership.
4. Approving Friends of MAOPS membership
5. Approving disabled and hardship membership if the member
 - a. Attests to the disability or hardship in writing, and
 - b. Pays the dues amount set by the Board
6. Approving part-time membership if the member:
 - a. Attests in writing that they are working less than half-time, but are still deriving income from the practice of medicine
7. Approving reapplication for membership for previous members who have let their membership lapse.
8. Notifying districts of probationary status for failure to comply with the bylaws in the following ways:
 - a. District credentials are not submitted to the Central Office by January 31 annually
 - b. The District is not represented at three consecutive Board meetings by either the Trustee or designated Alternate Trustee
9. Reinstating "active" status of "inactive districts" once they have:
 - a. Submitted district credentials

- b. Submitted a calendar of upcoming district meeting dates for the next calendar year,
 - c. Submitted a written request for reinstatement per the bylaws
 - d. A trustee is present at the next scheduled Board of Trustees meeting to report on the district's plan.
10. Approval of funding for postgraduates and students to the annual conference if:
- a. Within budgeted amounts for the fiscal year, and
 - b. Said postgraduates and students are members in good standing of the association.
11. Approval of deceased Life Members for the MAOPS Memorial Award.

Adopted by the MAOPS Board of Trustees, April 27, 2016

G.8. Emeritus Board Members for the Missouri Association of Osteopathic Physicians and Surgeons

Past-Presidents of the Missouri Association of Osteopathic Physicians and Surgeons will be designated as emeritus members of the Board of Trustees upon completion of their term as Immediate Past-President.

Emeritus members of the Board will not have voting privileges, but will have voice at all meetings. Unless specifically asked to exclude themselves, emeritus members may be present during any executive sessions called by the Board.

Emeritus members of the Board of Trustees will be responsible for any expenses associated with attendance other than meals provided for the Board.

Adopted by the MAOPS Board of Trustees, January 10, 2016

G.9. Expectations for MAOPS Trustees

The MAOPS Board of Trustees (the Board) is an elected body made up of representatives from MAOPS membership and the MAOPS officers. The Board is authorized to conduct the business of the association under adopted Bylaws and policies. The Board meets three or four times annually, with the President having the authority to call additional meetings as needed.

MAOPS Trustees are elected by the general membership. Annually, open positions are announced to membership at-large. Any regular member of MAOPS may run for a Trustee position. They will be placed on the ballot by the Leadership Development Committee if they meet requirements set forth in policy. Elections will occur in the spring of each year, prior to the annual membership meeting. The Board of Trustees also contains one student Trustee appointed by the Board based on recommendations from the Deans of the colleges of osteopathic medicine in Missouri, and one postgraduate Trustee elected by postgraduate members of MAOPS.

MAOPS Board Members are expected to:

- Attend and fully participate in all Board meetings
- Actively serve on at least one MAOPS Committee
- Understand and abide by MAOPS bylaws, mission, and vision, and focus on the strategic plan.
- Be fiscally responsible and know and understand the financial statements, audit, and 990.
- Support major Association events and revenue generating activities of MAOPS such as attendance at the annual meeting, participation in fundraisers, exhibitor and sponsorship solicitations, and membership recruitment.

- Put self-interest aside for the best interest of MAOPS.
- Communicate electronically and respond promptly to staff and leader communications.
- Prepare ahead of time for all Board meetings.
- Think for the future of MAOPS and be willing to change for the better.
- Promote the organization's image by supporting the decisions of the Board even if not in agreement. (Question in private with the Board; support in public!)
- Be respectful of all staff, volunteers, and members.
- Accept the non-governance responsibilities that come with Board service including social and other functions sponsored by MAOPS when your schedule allows. All efforts should be made to fully participate in such functions.
- Help to identify and cultivate new leaders on the Board and committee

G.10. Expectations for MAOPS AOA Delegates

A MAOPS AOA Delegate is a MAOPS and AOA member who represents the organization at the national level. State delegations make up the AOA House of Delegates. Annually, a call for delegates to the AOA is issued and all MAOPS members are eligible to nominate themselves if they are also an AOA member. All nominees are vetted by the MAOPS Leadership Development Committee and a slate of Delegates and Alternate Delegates is submitted to membership for comment prior to the annual membership meeting. The slate and any comments are submitted to the MAOPS Board of Trustees for approval.

Expectations of an AOA Delegate:

- MAOPS and AOA membership
- Proficient use of email
- Attend AOA Delegate orientation meeting via a conference call prior to the AOA House of Delegates.
- Attend MAOPS Caucus meetings at the AOA House of Delegates as announced by the President.
- Serve on an AOA reference committee or attend a reference committee meeting as delegated by the Missouri Caucus chair and share information with the Caucus.
- Attend all sessions of the AOA House of Delegates
- Be willing to review the resolutions and reports prior to the AOA House of Delegates.
- Be informed on the issues to be debated as they have a responsibility for establishing policies for the entire profession.
- Serve on a MAOPS Resolutions Review Reference Committee to review and make recommendations on MAOPS policies. (*Note: This requires work at the AOA House of Delegates and potentially via conference call and email following the AOA House of Delegates*).

Reimbursement for AOA Delegates:

Delegates receive a stipend determined by the Finance and Audit Committee and approved by the Board of Trustees, to help cover expenses while in Chicago.

Currently, MAOPS has the following reimbursement policy for all AOA Delegates:

1. A stipend to assist in travel costs and miscellaneous expenses Thursday through Sunday. Delegates are expected to attend Thursday through Sunday in order to receive the stipend.

2. Hotel costs (room and taxes) at the group rate for a single room at the hotel chosen by the AOA to hold the meeting.

G.11: Guidelines for MAOPS Leadership Pipeline

In February 2017, the MAOPS Board of Trustees approved the following report and recommendations from the MAOPS Leadership Development Committee outlining on a new pathway to MAOPS leadership. The report outlines the historical method of advancement in the MAOPS leadership, proposes a new pathway to leadership, and provides guidelines for current leaders in making selections of future leaders for the organizations. The report is included in its entirety to maintain its context. and the guidelines for selecting MAOPS future leaders.

A New Pathway to MAOPS Leadership

**A Report and Recommendations from the
MAOPS Leadership Development Committee
February 18, 2017**

Leadership Development Committee Members:

Mark Pelikan, D.O. Chair

John Bailey, D.O.

Ken Jones, D.O.

Michael Brown, D.O.

Lee Parks, D.O.

Victoria Damba, D.O.

Henry Petry, D.O.

Kevin Hubbard, D.O.

Bruce Williams, D.O.

Background:

MAOPS has no official policy or bylaws requirement for a pathway to leadership and the Presidency. Traditionally, the Board has appointed a Program Chair to the Convention and Education Committee, who then typically has progressed to the Convention Chair position, then 2nd, vice president, 1st vice president, president-elect, and finally president of the organization. The method for nominating and appointing a program chair has not been especially transparent. In the past, a nominee had often served on the education committee for some time. The caucus at the annual conference met in confidence and selected the person they felt most qualified to move into the position and begin the transition to leadership. With the dissolution of the House of Delegates, the caucus meeting was effectively dissolved as well, leaving no avenue for members to meet and discuss potential leaders.

Most recently, the Leadership Development Committee has met and discussed potential candidates, made a recommendation to the Board, and the Board approves the candidate. In essence, the process worked much the same as it did in the past, but with a smaller group and outside of the annual convention.

Issues:

There are several issues with the current process of selecting our future leadership, especially the nomination of the Program Chair. These will be outlined below.

1) Lack of Transparency

- The current process is not transparent at all. The general membership has no idea how leaders are selected, thus those truly interested in advancing in leadership are not able to

easily determine the process. The current process has the appearance of being a “good ol’ boys network,” and many potential leaders may be avoiding it for this reason, or because they simply can’t get a clear answer as to how one moves to the Presidency of MAOPS. It is very straight forward once a person reaches the Program Chair position, but how do they reach that position? What qualifications are we looking for? What time investment should they expect?

2) *Creates a divide in the needs of the Education Committee and the Leadership Pipeline*

- The annual convention and associated educational programs are vitally important to the organization in terms of both revenues generated and member service. It is because of this that we must ensure that the Education and Convention Committee is comprised of dedicated individuals who a) enjoy education and planning educational events, and b) do not avoid the committee to avoid leadership roles they may not embrace. Also, as currently constructed, the program chair and convention chair change annually leaving staff to completely start over each year with new chairs, who may be uninterested in education but desirous of advancing in leadership. This creates a chasm that is difficult to maneuver. We must ensure that we have our best educational minds on the education committee, especially as the educational program chair. This may or may not be the same people desiring leadership roles. Removing the expectation that the program chair move up in MAOPS leadership would allow an academic person to stay in the role for a period of years, becoming familiar with the processes and needs, and maintaining continuity for the program year to year.

3) *The new governance structure lends itself to a change in past processes*

- With a transition away from a Board of district representatives to one of member elected Trustees, an opportunity presents itself to use the Board of Trustees as a training ground and leadership pipeline. Under the old district-led Board, Trustees were often on the Board because no one else would do it. Because of this, many Trustees had no desire to move forward in leadership, nor to gain additional experiences to assist them in developing leadership skills. With the new at-large Trustee positions, people won’t run for the position unless they are somewhat serious about leadership. This pool could be used to develop leadership.

Proposal:

The first recommendation is to remove the expectation that the educational Program Chair (not to be confused with the Convention Chair) be the start of the leadership pipeline. This position should be narrowly defined as a person with a strong work ethic and a strong interest in education, who can manage a team to develop a high quality medical education program. This opens the door to many people who are not currently eligible under current expectations (ie. those uninterested in leadership or even Past-Presidents). This position should have a three-year term expectation (renewable if desired) so that there is continuity from year to year. An Assistant Chair is also advisable, although not a necessity, in order that transition is smooth in the future. The second recommendation is to implement a “checklist” of characteristics (see page 4) and expected accomplishments for those interested in entering the leadership pipeline. The list should be divided into “requirements” and activities for which a “body of work” will be reviewed when leaders make decisions on future leaders. While the list has subjective elements, it provides a

guide for both potential leaders and those making decisions on who will lead the organization in the future.

Once a prospective candidate has the appropriate body of work, the Leadership Development Committee can make a recommendation to the Board of Trustees. The Board can then consider the recommendation and vote to accept that person to begin the first “leg” of the leadership pipeline which would be as Chair of the Education and Convention Committee. This position would be responsible for ensuring that the annual conference was coming together, as well as reporting to the Board on progress of the committee. The position of Education and Convention Chair would serve as an Ex Officio member of the Executive Committee. This would solve an additional problem currently faced in that the Education and Convention Chair has not always been present at Board meetings to report on committee progress. As an Ex Officio member of the Executive Committee, they would also be an Ex Officio member of the Board of Trustees. Finally, it is recommended that the Board ensure that adequate resources are provided for leadership development for not only potential leaders, but also current and past leaders. We must ensure that our high-quality leaders of the past don’t just fade away after their term as President is over. We must be determined that they remain involved and have opportunities to continue to grow as leaders and train up and coming leaders. The Leadership Development Committee should have several Past-Presidents on it annually. Also, funding needs to be provided to ensure that leadership in MAOPS is enjoyable and not a financial burden to volunteer leaders.

Recommended Steps for a NEW MAOPS Leadership Pipeline

- 1) Demonstrate desire for a leadership role by meeting the general requirements below and demonstrating a body of work, including the recommendations listed below.
- 2) Elected as Convention and Education Committee Chair by the Board of Trustees upon recommendation by the Leadership Development Committee
- 3) 2nd VP
- 4) 1st VP
- 5) President-elect
- 6) President

Potential Checklist of Guidelines to enter MAOPS Leadership Pipeline

Candidates must meet the following requirements for consideration:

- Full practice for five years
- MAOPS membership for five years
- Reliable (admirable service; responds promptly to inquiries; follows through; etc.)
- Prepared for meetings and events
- Strong character
- Strong communication skills

Candidates should display a strong body of work from the following list*:

- Exemplary Board service
- MAOPS committee participation
 - MAOPS Education and Convention Committee
 - MAOPS Legislative Committee

- MAOPS Finance and Audit Committee
- Physician Health Committee
- Fast Action Teams and Task Forces
- AOA Delegate or Alternate Delegate
- Chair of a Resolutions Fast Action Team
- District Leadership
- D.O.c.-A-Day
- MOMA Day
- AOA AHP or similar leadership training activities
- Affiliate, COM and/or Residency Leadership Visits
- Sustaining member of MOPAC Capitol Club
- CME Moderator
- Health Policy Fellow Program
- Etc.

**It is not expected that candidates for leadership positions complete all the above. However, a strong body of work would include significant admirable participation and/or service in the above areas.*

H. Membership Policies

H.1: Honorary Membership for Physician Legislators and Congressmen

In order to foster relationships with physicians (both DO and MD) who serve in the Missouri General Assembly or the United States Congress, the Association will offer honorary membership to such individuals during their term in office. As honorary members, these individuals will receive all benefits.

H.2: Disabled/Hardship Membership

A physician must apply for disabled/hardship status. The application will be reviewed by the Board and a determination will be made. Disabled status may be granted if the physician is no longer deriving income from the practice of medicine. This includes any employment where an osteopathic medical degree is utilized or required to fulfill his/her position. A disabled/hardship status must be confirmed annually by signing an attestation form that the disability/hardship continues to exist, as was requested in the original application for the disabled/hardship status. The Board of Trustees will review and individually approve all such memberships on an annual basis.

Attestation Form for Disabled Status

I, _____, am requesting a disabled/hardship status for the year_____.
I am not receiving any income from a position which requires an osteopathic medical degree due to a disability/hardship.

Signature

Date

H.3: Out-of State Membership Status

All out-of-state members must hold **full** membership in one state association. Out-of-state status must be confirmed annually to be maintained. This requirement can be fulfilled by signing an attestation form. The Board of Trustees will review and individually approve all such memberships on an annual basis.

Attestation for Out-of-State Membership Status

I, _____, am requesting out-of-state membership status for the year _____.
Name (Please Print)

I am a full member of the osteopathic association of the state of _____.

Signature _____ Date _____

H.4: Retired Membership Status

A physician must apply for retired status. The application will be reviewed by the Board and approved or denied. Retired status may be granted if the physician is no longer deriving income from the practice of medicine. This includes any employment where an osteopathic medical degree is utilized or required to fulfill his/her position. Retired status must be confirmed annually to be maintained. This requirement can be fulfilled by signing an attestation form. MAOPS may request a copy of the physician’s W-2 or tax form. The Board of Trustees will review and individually approve all such memberships on an annual basis.

Attestation Form For Retired Status

I, _____, am requesting retired status for the year _____.

I verify I am not receiving any income from a position which requires an osteopathic medical degree.

Signature Date

H.5: Part-Time Membership Status

A member may request a part-time status for a reduced membership fee if he/she works less than half time at the practice of medicine; clinical or administrative. The Board of Trustees will review and individually approve all such memberships on an annual basis. Attestation for such status must be made annually by the member.

Attestation Form for Semi-Retired/Part Time Status

I, _____, am requesting a semi-retired status for the year _____.

I verify I am practicing less than half time at the practice of medicine; clinical, educational or administrative.

Signature Date

H.6: Courtesy Dues for Victims of Disaster

The MAOPS Board of Trustees, on an incident-by-incident basis, may choose to offer those whose lives have been adversely affected by major disasters courtesy membership and annual convention registration. This policy is meant specifically for major events declared as disasters by the Governor of Missouri..

H.7: MAOPS Membership Status Designation

The determination of membership status will be based on age, residence, employment situation, and/or disability and will be considered by the Board upon request of the osteopathic physician.

I. Professional/Ethical Policies

I.1: Osteopathic Pledge of Commitment

As members of the osteopathic medical profession, in an effort to instill loyalty and strengthen the profession, we recall the tenets on which this profession is founded – the dynamic interaction of mind, body and spirit; the body’s ability to heal itself; the primary role of the musculoskeletal system; and preventive medicine as the key to maintain health. We recognize the work our predecessors have accomplished in building the profession, and we commit ourselves to continuing that work.

I pledge to:

- Provide compassionate, quality care to my patients;
- Partner with them to promote health;
- Display integrity and professionalism throughout my career;
- Advance the philosophy, practice and science of osteopathic medicine;
- Continue life-long learning;
- Support my profession with loyalty in action, word and deed; and
- Live each day as an example of what an osteopathic physician should be.

I.2: Distinguished Service Award Name Change

Due to his dedication and service to the osteopathic profession and the Missouri Association of Osteopathic Physicians and Surgeons, the MAOPS Distinguished Service Award will be called the Wilbur T. Hill, DO, *dist.*, Distinguished Service Award.

J. Technology Policies

J.1: MAOPS Association Management System (AMS)

MAOPS website and databases (AMS-Association Management System) are an integral part of the Association’s Mission, Vision and Strategic Plan. It is used for both informing the public and MAOPS members about important issues of the profession and health care.

Due to the need for rapid dissemination of information to members and the public, staff has the ability to identify and post information to the website deemed important in achieving the organization’s mission.

The database of the AMS will be updated frequently by staff to ensure the most up-to-date information is available for osteopathic physicians and students.

Staff will update the Board as needed and make recommendations regarding technology needs.

Staff should identify questionable content and/or requests and ensure Executive Director approval before proceeding to post it to the website.

J.2: Retention of Web-based Meeting Materials

Web-based meeting materials will be deleted by staff upon final approval of applicable meeting minutes.

J.3: Requests for Website and Social Media Postings

The MAOPS President will be responsible for reviewing and approving all requests to post content (including paid advertisements) from any requesting entity for which no MAOPS policy exists or that is potentially contrary to MAOPS policy as determined by the Executive Director.

MAOPS staff will be responsible for identifying potentially controversial requests and forwarding the content along with any current relevant policies and/or potential conflicts of interest to the President for review. The President may approve the content or delegate this responsibility to a committee, task force, or fast action team if deemed necessary. Upon approval staff may proceed with posting the material.

For denied content, the MAOPS Executive Director or delegated staff will respond to the requesting entity citing the reasons for denial. The MAOPS Executive Director reserves the right to request full Board approval or disapproval for all content considered should potential issues with the decision be identified. In such an event, requested content will not be posted until the Board has made its determination.