



# NAHAM Policy Manual

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## **Amendments to NAHAM's Mission**

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The NAHAM mission statement is used as the guiding principle by the Board of Directors in operational or strategic endeavors. It is also to be used by NAHAM Staff and Members in response to queries about NAHAM

The President shall review the continued validity of the NAHAM Mission every 2-3 years with the Board of Directors and/or as part of strategic meetings

Any NAHAM member, the Executive Director, or Legal Counsel may recommend amendments to NAHAM's mission to the President. Board vote is required to enact amendments to the mission.

*Reviewed and approved by the Board of Directors  
May 27, 2009*

# Conflict of Interest Policy

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The purpose of the conflict of interest policy is to protect the interests of the National Association of Healthcare Access Management, (NAHAM), when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of NAHAM or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

## Definitions

**Interested Person** - Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

**Financial Interest** - A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:

- An ownership or investment interest in any entity with which NAHAM has a transaction or arrangement
- A compensation arrangement with any entity or individual with which NAHAM has a transaction or arrangement, or
- A proposed ownership or investment interest in, or compensation arrangement with, any entity or individual with which NAHAM is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. A person who has a financial interest may have a conflict of interest only if the Board of Directors decides that a conflict of interest exists.

## Procedures

Upon realization that an individual has a perceived conflict of interest, the individual will disclose the conflict to the Executive Director. The Executive Director, working with the individual, will develop a Management Plan that would fully disclose the conflict of interest and how it will be managed by the Board of Directors and NAHAM Office. The Conflict would be revisited annually in the Board of Directors meeting, at which time it can either be removed (if the conflict no longer exists) or the management plan reaffirmed.

*Reviewed and approved by the Board of Directors  
November 8, 2008*

## Election of Officers

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Election of officers occurs annually. This policy/procedure covers election of the following offices:

- Vice-President/President Elect
- Secretary
- Treasurer

Terms of office begin and/or end at the national conference when held in spring or in the absence of a spring national conference, on the last business day of May. The term of office for Secretary is one year. The term of office for Treasurer is four years.

A formal ballot is presented to active members for vote. Absence of candidates for any given year is handled by special action of the NAHAM Board of Directors. In general, options for consideration would be:

- Hold ballot open for designated period in hopes of finding candidate(s)
- Leave office vacant until next election with responsibilities temporarily re-assigned by the President
- Current officer remain in respective office for an additional year

The schedule for the election process, as reviewed and approved at the August 2014 Board of Directors meeting follows:

- Nominations are accepted between November 1 and January 15.
- The slate of candidates is reviewed by the Board of Directors for approval by February 1.
- The ballot is prepared and open for voting from February 15 to March 10.
- The Executive Director reports election results to the NAHAM President on March 11.
- The President notifies all candidates of election results and verifies the winners' willingness to serve by March 20.
- The membership is notified of election results by April 1.
- Newly elected officers take office at the conclusion of the annual national conference when held in the spring or in the absence of a spring national conference, on the last business day of May.

***Reviewed and approved by the Board of Directors  
August, 2014***

## Election of Regional Delegates

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Election of Regional Delegates occurs annually. The Northeast, Central and Southwest Regional Delegates are elected in even numbered years. The Midwest, Southeast and Northwest Regional Delegates are elected in odd numbered years. When Regional Delegates are elected in a mid-term election, they will serve the remainder of the term for the region. The schedule for election of the Regional Delegates by region will not change.

- Terms of office begin and/or end at the national conference when held in spring or in the absence of a spring national conference, on the last business day of May.
- Regional delegates are elected for a 2-year term. There shall be a maximum two lifetime term limit.
- A formal ballot is presented to active members from the region for the vote
- Absence of candidates for any given year is handled by special action of the NAHAM Board of Directors. In general, options for consideration would be:
  - Hold ballot open for designated period in hopes of finding candidate(s)
  - Leave office vacant until next election with responsibilities temporarily re-assigned by the President

*Reviewed and approved by the Board of Directors  
May 27, 2009*

## Goals/Objectives Determination

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NAHAM high-level goals and objectives are formulated in direct conjunction to the mission of NAHAM and revised as needed during strategic planning initiatives. Goals of each member of the board of directors are established annually and monitored by the President and Executive Director.

*Reviewed and approved by the Board of Directors  
May 27, 2009*

## President's Reception

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The President's Reception is held at the annual NAHAM conference. Hosted by the current NAHAM President and attended by all current Board Members, it is intended to recognize exhibitors and past NAHAM presidents at the conference.

- The President's Reception is by formal invitation
- NAHAM current Board is invited but also expected to act as co-hosts
- The following people are invited:
  - Conference Exhibitors (1-2 people each)
  - NAHAM Business Partners (2-3 people each)
  - NAHAM Past Presidents attending the conference
  - Honorary NAHAM Members
  - Specific personal/professional invitees of current president (For example: Attendees from President's organization). These should not be President's personal/professional business relationships invited in order to promote own business relationships outside of NAHAM.
  - National Office Staff

*Reviewed and approved by the Board of Directors  
May 27, 2009*

## Record Retention Schedule

<u>TYPE OF RECORD</u>	<u>RETENTION PERIOD</u>
<b><u>Accounting</u></b>	
Accounts receivable reports	7 years
Accounts payable reports	7 years
Auditors' reports/work papers	Permanent
Bank deposit slips	7 years
Bank statements, reconciliations	7 years
Budgets	7 years
Cancelled checks	7 years
Cash disbursements journal	Permanent
Cash receipts journal	Permanent
Depreciation records	Permanent
Volunteer expense reports	7 years
Independent contractor expense reports	7 years
Financial statements (annual)	7 years
Financial statements (interim/internal)	7 years
General journal or ledger	Permanent
Inventory lists	Permanent
Invoices	7 years
Petty cash vouchers	7 years
<b><u>Corporate Records</u></b>	
Constitution	Permanent
Bylaws	Permanent
IRS Determination Letter	Permanent



<b><u>TYPE OF RECORD</u></b>	<b><u>RETENTION PERIOD</u></b>
Contracts, sales (UCC)	7 years
Contracts, generally	7 years
Contract, government	7 years
Minutes (board executive session)	Permanent
Minutes (board and committees with board authority)	Permanent
Minutes (committees without board authority)	Permanent
Qualifications to do business	Permanent
<b><u>Insurance</u></b>	
Accident reports	7 years
Insurance claims	7 years
Insurance policies	Permanent
<b><u>Miscellaneous Legal</u></b>	
Claims and litigation files	7 years
Copyright, patent and trademark registrations	Permanent
<b><u>Taxes</u></b>	
Income tax returns and cancelled checks (federal, state and local)	Permanent
Sales and use tax returns	Permanent
<b><u>General</u></b>	
Supporting correspondence and notes re patents, copyrights, licenses, agreements, bills of sale, permits, liabilities, etc.	Permanent

*Reviewed and approved by the Board of Directors November 8, 2008*

## Reimbursement Policy

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Board members seeking reimbursement for out-of-pocket expenses incurred when conducting NAHAM business must submit an expense reimbursement form to NAHAM headquarters.

The completed reimbursement request form must be submitted with all receipts and to NAHAM no later than 45 days from the activity for which you are seeking reimbursement. Receipts for any expenses greater than \$25 must accompany the expense form.

Board members requesting reimbursement for NAHAM visibility, Board Meetings, promoting membership, proctoring CHAM or CHAA exams or attending other functions as assigned by the President may be eligible to receive financial restitution for registration fees, travel expenses, meals & tips or accommodation. The following guidelines must be followed to maintain the budget on a timely course:

- Obtain pre-approval from the NAHAM president
- Submit all reimbursable expenses with the Reimbursement Request Form filled out completely
- Submit within a 45-day period
- Attach receipts greater than \$25.00
- Allow two weeks for processing of payment

Expenditures exceeding the budgeted amount must be approved by the Treasurer and President.

*Reviewed and approved by the Board of Directors  
May 27, 2009*

## **Strategic Planning**

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Strategic planning is directed by the President in counsel with the Immediate Past President and Executive Director.

An annual review of the strategic plan shall be presented annually at the fall Board of Directors meeting.

*Reviewed and approved by the Board of Directors  
May 27, 2009*

## Survey of Membership and Salary

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NAHAM staff will assist the Chair of the Membership Committee and the Vice President in conducting a membership survey and a salary survey every other year on alternating years. These surveys will assist the organization with meeting the needs of its membership.

- Membership and salary surveys will be conducted every other year on alternating years.
- Surveys will be sent to all current NAHAM members
- Information abstracted from the surveys will be reported to the NAHAM Board, along with a plan of action.
- Survey information will be posted to the NAHAM website so that it is accessible to NAHAM membership.
- Change in policy requires approval of the Board of Directors.

*Reviewed and approved by the Board of Directors  
May 27, 2009*

## Whistleblower Protection Policy

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NAHAM prides itself on its adherence to federal, state, and local laws and/or regulations, including business ethics policies. As such, even though it is not obligated to do so, NAHAM has decided to voluntarily adopt a whistleblower protection policy. Pursuant to this policy, any staff member who becomes aware of any violation of federal, state, or local law or regulation, including any financial wrongdoing, should immediately report the violation to the Executive Director to allow NAHAM to investigate and, if applicable, correct the situation or condition.

If the Executive Director is involved or is believed to be involved in the matter being reported, staff may, in the alternative, make a report to NAHAM's legal counsel. NAHAM will conduct an investigation and take appropriate action within a reasonable period of time. Such complaints will be held in confidence to the extent the needs of the investigation permit.

Financial wrongdoing" may include, but is not limited to:

- questionable accounting practices;
- fraud or deliberate error in financial statements or recordkeeping;
- deficiencies of internal accounting controls;
- misrepresentations to company officers or the accounting department (including deviation from full reporting of financial conditions).

If any staff member reports in good faith what they believe to be a violation of the law and/or financial wrongdoing to NAHAM, its legal counsel, or to a federal, state, or local agency or assists in an investigation concerning financial wrongdoing, it is NAHAM's policy that there will be no retaliation taken against the staff person.

Staff is reminded of the importance of keeping financial matters confidential. Staff with questions concerning the confidentiality or appropriateness of disclosure of particular information should contact the Executive Director.

NAHAM's Board of Directors shall be promptly informed of any staff reports of perceived violations and/or financial wrongdoings and provided with a complete investigation report submitted by the Executive Director or legal counsel as appropriate.

*Reviewed and approved by the Board of Directors  
November 8, 2008*

## Policy on Definition of Terms of Office for Members of Standing Committees

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The term of service for regular members of any standing committee of NAHAM shall be for the period of two years commencing on January 1. The conclusion of each two-year term shall be December 31 of the applicable year. The term for chairpersons of committees is defined in the bylaws of NAHAM. Terms of office for chairs conclude at the end of the annual national conference or by May 31 if the annual conference does not take place in May.

NAHAM bylaws require a minimum of three and no maximum number of members on standing committees. The *general guideline* prescribed in this policy is that the total number of committee members not exceed 10 total but may if the chairperson determines a need for more than ten committee members.

Committee members must be current NAHAM members and may serve unlimited terms of service - either consecutively or not. Those seeking additional terms will be obligated to complete the Committee Interest form located on NAHAM's web site by the defined deadline in order to be considered.

Current Chairs of Standing Committees will select new members annually to fill vacant committee seats.

Headquarters staff will annually issue a call for new committee members - communicating position descriptions, the mechanism by which one may indicate their interest to serve on a standing committee, and the deadlines pertaining thereof.

Consideration of removal of a member of a standing committee shall be done in consultation with the sitting President of NAHAM.

***Reviewed and approved by the Board of Directors  
November 6, 2010***

## Committee Recruitment Policy

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Our committees focus on areas of concern to the membership of NAHAM. Each committee is led by a chairperson and as many members as needed to carry out its function.

All members of committees will have two-year terms of service. All terms will begin in August and end two years later on the last day of July. There is no limit as to the number of terms any committee member may have pending they maintain membership in NAHAM; however, those interested in returning for an additional term of service must complete the standard committee application form to indicate their interest and to inform the sitting committee chair of the compelling reasons why continued service is desired.

It is the prerogative of the chairperson of each committee to determine the appropriate number of committee members, to review each application form, and to make the selections regarding composition of their committee. The Certification Commission must adhere to its own process, as determined by the commission.

Before the call goes out, NAHAM staff will reach out to the committee chairs and ask if they are interested in filling positions. Those committees with openings will then be included on the official "call for volunteers," sent out to all NAHAM members (Active Individual Members, Associate Members, and Business Partner Members can serve on committees.)

The schedule for the recruitment process, as reviewed at the August 2014 Board of Directors meeting, follows:

- The Call for Volunteers is distributed between June 1 and June 15. Nominations are accepted between the distribution of the email and a date in mid to late June, determined based on the distribution date.
- The slate of applications is reviewed by the committee chair for approval by July 30.
- The committee chair notifies new members of their acceptance and includes them on all committee correspondence moving forward by August 15. NAHAM staff notifies those who were not accepted. NAHAM staff also updates the website to reflect the new committee members.

***Approved by the Board of Directors  
August, 2014***

## NAHAM Board Mentoring Transition

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Newly elected/appointed board members will be contacted by individuals currently serving in that role, and will be expected to engage in the following:

- **Post-election, pre-conference orientation** (via phone call) to explain the role of the board position at the annual conference, the expectation to attend post-conference board meeting, and general information about the role as an individual board member and within the larger board.
  - Assignments will be given out on “position by position” basis; president to mentor incoming president. Incoming president to mentor newly-elected vice president. Secretary to mentor secretary. Treasurer to mentor treasurer. Regional delegates to mentor regional delegates.
  - Committee chairs to be appointed by sitting president (when vacant); committee chairs to reach out and mentor in same manner with the caveat that succession planning should have been in place and new committee chair should have experience on committee issues and already have a relationship with committee chair. Same conversations should take place, but should also include a focus on strategy so incoming chair can continue the progress of that committee following the conference
- **Transition report.** Outgoing board members will send an official transition report to the incoming President outlining the progress of the transition. Report must be received within a month of transition. If report is not received, the president and vice president will mentor the incumbent.
- **Annual Conference** is an opportunity for a scheduled face-to-face, one-on-one session during the conference focusing on board history, culture, strategy, personality, and any questions regarding guidance.
- **Official Board Member Orientation** with NAHAM Executive Director will take place within one month following the annual conference.
- **Ongoing open-ended mentoring program** at discretion of board members. Transition will not be finished at the conclusion of annual conference. Options for ongoing mentoring include: ongoing emails, a scheduled monthly call, calls as needed, past board member participation in regional/committee calls, etc.

***Approved by the Board of Directors  
May 15, 2013***



## **NAHAM Election Tie Policy**

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In the event of a tie for NAHAM elections—officer or regional delegate— the following steps will take place:

1. NAHAM will immediately hold a run-off election for one week with no additional campaigning; all voters who were eligible to vote in the initial election will be allowed to vote in the run-off election.
2. If that results in another tie, a vote will be held exclusively by the NAHAM Executive Committee.

Following the final result, standard election notification outreach will resume.

***Approved by the Board of Directors  
November 2, 2013***