CHAPTER LEADERSHIP SELECTION

**GEORGIA ASSOCIATION OF HEALTHCARE EXECUTIVES**

**ATLANTA, GA**

**Selecting New Leaders:**

I. **How does your chapter determine the needed skills and personnel for Board and Committee Positions? How can this be improved?**

Consideration is given to those who have a willingness and ability to fulfill the position. In general, look to who has been active in the past and consider skills demonstrated by working in a similar capacity.

Members are asked if they wish to be considered for positions so they can keep on a list. The offer to participate and volunteer for active involvement is included in most meetings.

Committee members are often volunteers who select the committee they would like to participate in. Board members and Committee Chairs are chosen based on past participation. Members-At-Large at times have submitted applications and have been selected based on criteria including geography, participation in ACHE and Fellow status.

II. **How does your chapter recruit for chapter leadership positions? Self-nominations? Recommendations? How can this be improved?**

Self nomination is predominant by expressing a desire to serve while others are approached by the nominating committee to assess their level of interest while demonstrating an interest based on participation in committees and a proven record.

Improvements might be made through more active solicitation of interested parties throughout the year.

III. **How does your chapter nominate and appoint new officers, board and committee members? How can this be improved?**

The nominating committee presents a slate of nominees for officers and board members, which is sent to all members 30 days before the annual meeting. Self-nominations also are accepted. Committee chairs usually are difficult to come by. All chairs are asked to have vice chairs as a means of succession planning but that is not always possible.

Could be improved by stating officers/board members must have served in a committee chair position previously and all vice chairs are expected to advance to chair. However, this could narrow the number of candidates and preclude some good candidates who have not served on committees from being identified.

IV. **How does your chapter elect board members and officers? How can this be improved?**

The process is outlined in detail in the By-laws. The President Elect is Chair of the Nominating Committee and provides the leadership. Board members and officers are vetted through the nominating committee. A slate of nominees is presented by email a month before the annual meeting. During the annual meeting, the president-elect presents the slate, asks for a vote.

V. **How does your chapter notify members of who is serving in key leadership positions? How can this be improved?**

The Board is listed on the GAHE Web site and is often included in newsletters. The results of the annual meeting and election of officers is posted on the website home page and by email and newsletter.

**Summary Statement:**

I. **What is the most important process improvement needed in selecting new leaders?**

Identifying willing and able candidates by fostering a desire to lead.

Succession planning and a larger pool of candidates could be created to have a source of qualified interested candidates for leadership positions. There are always a limited number of members who are Fellows and some of those individuals have served.

**Supporting New Leaders:**

I. **Does your chapter have position descriptions for each officer and board member? How can they be improved?**

Yes. Improved by having new officers and Board members up date the descriptions at least once a year and perhaps twice.

A person will be identified to Chair the On-Boarding program for new Board Members and Committee Chairs. This is a very important role for ongoing continuity but ACHE does not recognize the leadership Chair for this Collaborative effort which could be a deterrent for visibility of this Role.

II. **Does your chapter have position descriptions for each committee chair? How can they be improved?**

Yes! Perpetual improvement by periodic reviews.

III. **Does your chapter have an organizational chart and reporting/accountability guidelines? How can they be improved?**

Yes. Can be included in the On-Boarding orientation of new Committee Chairs.

IV. **How does your chapter inform new chapter leaders of available ACHE resources? How can it be improved?**

No formal process, but instead in an as needed basis. Could be done better.

Could be improved by having ACHE develop a comprehensive package of information for Chapter Leaders to be included in the On-Boarding program.

V. **Does your chapter have a plan for immediate succession in key positions in the event of a vacancy? How can it be improved?**

Yes. Officer roles are designed to succeed to the next level. Assistant / Co-Chairs are positioned to succeed the Chair if the position opens up unexpectedly.

**Summary Statement:**

I. **What is the most important process improvement needed in supporting chapter leaders?**

Support in identifying and grooming future chapter leaders and duly recognizing leaders for their commitment of time and energy.

Maintaining and up dating the position descriptions of the Leadership positions.

Recruiting and assigning a new role for Chair of the Collaborative project results. Solicit ACHE’s help in recognizing Collaborative Leadership efforts in the new role and that Volunteer credit is given for the work. Without a specific assignment, the collected information may languish and be forgotten as Officers and Committee Chairs change from year to year.

**Recognizing Leaders:**

I. **How does your chapter use the ACHE Recognition Program to recognize officer, board and committee members’ service to the chapter? How can this be improved?**

Those persons who achieve the one, two or three star categories for their volunteer efforts are presented their certificate during the Annual Dinner with the Chair event and recognized on the home page of the website.

The program is initiated with a list of officers, board members and committee chairs are sent in to ACHE who then evaluates the credits of Volunteer service. Affiliates who are not officers, Board members or Committee members may also have accumulated enough points for recognition.

II. **How does your chapter recognize officer, board and committee members on an ongoing basis? How can this be improved?**

Needs improvement. Discussion underway to spotlight the leadership in the newsletter and website. Could also include LinkedIn page.

III. **How does your chapter recognize officers, board and committee members as they end their current term of service to the chapter? How can this be improved?**

The outgoing president gives a gift card to his/her board members. Committee leadership is recognized at the end of the year with a Thank You note and gift card. They are also recognized in the annual meeting for those who are ending their term.

IV. **How does the chapter recognize its accomplishments and its leader’s contributions on an annual basis? How can this be improved?**

We don’t. We just assess our performance against the ACHE chapter recognition program at each board meeting and discuss how ACHE has designed the Chapter recognition program to be adverse for the larger Chapters. The Chapter leadership for years has worked hard to hit the goals but the discouragement of the goals being impossible to attain doesn’t give a sense of accomplishment.

A member benefit checklist is developed and distributed to the Affiliates to encourage their support.

**Summary Statement:**

**What is the most important process improvement needed to recognize chapter leaders?**

Have ACHE review, revise and offer a realistic recognition system for Chapters. Not all chapters are the same and a “one-size-fits-all” strategy for recognizing the Chapter and Leaders is not working but ACHE has chosen not to modify the program.

**Assessing and Adjusting:   
I. How does your board assess their performance as a governing body? How can this be improved?**

We assess performance against the chapter recognition program on an ongoing basis and discuss pertinent strategic issues during a couple of strategic planning retreats each year. But we don’t assess our own performance, per se.

We review the ACHE scorecards. Discussion has been to develop our own scorecard with the goals and metrics that we feel will help us attain the goals for achievement purposes but ignore those set forth by ACHE as unattainable.

II. **How do your committees assess their performance? How can this be improved?**

There is not a formal structure for doing this. Measuring results is the closest. For example, the number of attendees at programs; the number of members taking part in Advancement sessions; the number of members who advance to Fellow.

III, **How does your chapter develop a plan for improving the selection, support and recognition of chapter leaders? How can this be improved?**

The nominating committee is active during the year. We could improve on the recognition of the commitment of our officers and chairs. Some board members don’t do much other than participate in meetings whereas others dedicate considerable time and energy to advancing the organization.

**Summary Statement:   
What is the most important improvement process needed to assess performance and to develop an improvement plan?**

Have ACHE modify the Chapter performance plan for realistic goals for large chapters which would then cause the Board to establish actions needed to be recognized for the Achievement.