

Canadian College of Health Leaders

Roles and Responsibilities of the Southern Alberta Chapter

Effective: July 1, 2013

CANADIAN COLLEGE OF HEALTH LEADERS (CCHL)

The CCHL is a member-driven association governed by a Board of Directors and administered by a small staff at the national office in Ottawa. The national office supports a number of task forces, as well as a policy-making Board of Directors. CCHL staff provides a range of services to all College members, but a major function of the national office is to provide ongoing support to the chapters through the provision of information, orientation programs, publicity and other services. The organizational structure is designed to combine the advantages of a small, national association with the "close-to-home" service, access and support provided by its regional chapters.

CCHL Vision: *to be the professional association of choice for Canada's health leaders.*

CCHL Mission: *to develop, promote, advance and recognize excellence in health leadership.*

CCHL Values:

<i>excellence</i>	We are dedicated to the pursuit of excellence in health leadership and in the programs and services we offer.
<i>commitment</i>	We are committed to the growth and recognition of our profession and our College.
<i>integrity</i>	We are committed to inclusive, respectful and ethical practices.
<i>life-long learning</i>	We value life-long learning and recognize the importance of continuous development of professional skills and knowledge.
<i>collaboration</i>	We believe that the best results are achieved through collaboration and teamwork.
<i>accountability</i>	We believe in being accountable to our membership, our profession, and the public we serve.

public service

We value our contribution to the health of Canadians and to the health system through the leadership excellence of our members.

PURPOSE OF DOCUMENT

This brief is intended for use by the Canadian College of Health Leaders, Southern Alberta Chapter (CCHL- SAC) as a summary of the purpose and functions of the CCHL-SAC¹. It will provide a statement of the CCHL vision, mission and values and an outline of the SAC structure, purpose and key responsibilities. It will also review the primary responsibilities of each member of the SAC executive.

CCHL CHAPTER STRUCTURE

Chapters are an essential link in the College’s relationship with its members and with the local health services community. Working in partnership with the national office, Chapters provide opportunities for local participation, networking, professional development and the recruitment of new members and CHE (Certified Health Executives). Chapters can also build loyalty through their close ties to the members; they are a source of ideas and help to foster leadership.

There are 21 CCHL chapters in Canada. They are both essential and fundamental components of the College, and a primary service delivery mechanism for most members. They are not separately incorporated and function under a grant of authority from the College’s Board of Directors. Chapters operate in different ways but, in all cases, must be consistently organized to correspond with the bylaws and policies established by the College.

Chapter memberships across Canada range in size from 20 to more than 900 members. Members join the College and are credentialed at the national level, and are then affiliated to the closest chapter within their geographical area. Chapters do not employ staff but instead rely on the volunteer support provided by members of their Executive Committee or services available through the national office.

PURPOSE OF CCHL CHAPTERS

The purposes of the College shall be the purposes of the Chapter. The Chapter is authorized to carry out local programs consistent with the mission and goals of the College and to facilitate the individual participation of members in the affairs of the College. The specific purposes of the Chapter shall be to:

1. Support and assist in the recruitment and retention of members;
2. Promote awareness of the College and create a strong, professional network among members;

¹ This content of this brief is based on the Canadian College of Health Leaders, Chapter Manual, August 2011, plus custom descriptions of CCHL-SAC executive committee member responsibilities prepared by SAC. A complete copy of the CCHL Chapter Manual can be found on the CCHL members – only website

3. Provide professional development opportunities through educational events and certification support;
4. Assist with issues identification and resolutions;
5. Participate in a nomination process for awards; and
6. Engage in representation and public policy activity, consistent with established positions and policies of the College.

FIVE KEYS TO CHAPTER SUCCESS

1. Keep your governance structure simple and basic.
2. Provide a balanced and meaningful program of professional activities.
3. Spread the work around.
4. Invite member participation and involvement at every opportunity.
5. Manage the finances effectively.

CHAPTER COMMITMENTS

1. To ensure that governance and operations are conducted according to the Chapter regulations.
2. To offer an annual program of meetings and events for College members within the Chapter's catchment area.
3. To respect the confidentiality of membership information.
4. To keep the national office informed of planned activities.
5. To assist with membership retention and recruitment.
6. To avoid any conflict or competition with programs or services provided by the national office.

CHAPTER RESPONSIBILITIES

1. Recruitment and retention of members
 - Has the Chapter achieved a net growth in membership?
 - Is there an assigned responsibility for membership on the Chapter Executive?
2. Member satisfaction level with Chapter programs and services
 - How is it assessed?
3. CHE designation
 - Has the Chapter encouraged and/or mentored members working toward or newly obtaining the CHE designation?
 - Is there an assigned responsibility for certification on the Chapter Executive?

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4. Number of Chapter meetings, events and attendance levels
 - Are meetings and events held and attended according to plan?
5. Volunteer participation
 - Is there an effort to reach out and involve members in Chapter activity?
6. Governance and management
 - Are the budget targets being met?
 - Are there surplus funds for investment in programs?
 - Is there an operating plan?
 - Have the regulations for the Chapter been developed and filed with the national office?
7. Public Policy and Advocacy
 - Is the Chapter involved in promoting its image, an awareness of the College, and the role of executives in health care?
 - Is there an assigned responsibility for public policy and advocacy on the Chapter Executive?

CHAPTER EXECUTIVE COMMITTEE

As per the Chapter Regulations (2013), the Chapter Executive Committee shall be comprised of individual members of the College and the Provincial/Territorial Director to the Board who shall be ex-officio. The Chapter Executive Committee shall be well represented by certified members. The Chapter will have flexibility on the make-up of the Chapter Executive Committee with respect to number of members, categories of members, geographical representation and areas of representation i.e. Canadian Forces, Corporate, students. The Chapters may be permitted to include non-members on the executive in an ex-officio role.

The officers of the Chapter Executive Committee shall be the Chair (or Co-Chair), Vice-Chair, Treasurer, Secretary, and Past Chair. The position of Treasurer and Secretary may be combined. The Chapter Executive Committee may designate other officers from time to time at their sole discretion.

The members of the Chapter Executive Committee may recommend two (2) members as Co-Chairs in place of a Chair. Responsibilities of the office will be equally shared by the Co-Chairs. At any one time, only one of the Co-Chairs will be a voting member (i.e. if both Co-Chairs are in attendance, then one will vote as an officer and the other will not vote, except to break a tie).

- As per the Chapter Regulations, the Term of Office for each Officer position (Chair, Vice-Chair, Past Chair, Secretary and Treasurer) shall be two (2) years.
- Term of Office for Leader and Member at Large Positions shall be up to three years. They shall be eligible to stand for election for one additional three year term, or to stand for election as an Officer at the end of each year within their term.

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- Maximum total combined years on the Executive Committee for any position or combination of position is six (6) years - plus one year as Past Chair but **only** if the last two years of the six year tenure was as Chair. Current Chair by virtue of their position becomes the past Chair.
- Following a one (1) year absence, the individual can again be elected to serve on the Chapter Executive Committee.

Only members in good standing with the College are permitted to submit nomination forms and/or be considered for election/appointment to the Executive Committee.

Vacancies and Elections. Should a vacancy occur on the Chapter Executive Committee, the Chapter Executive Committee shall have authority to either hold an election, or wait until the annual election. Chapter Executives are elected at the CCHL-SAC Annual General Meeting (AGM).

When there is a vacancy, a letter will be sent to all individual members employed or residing, in the case of those not employed, within the Chapter, and asking whether they would be willing to serve on the Chapter Executive Committee, or if they would like to nominate another member.

A call for nominations is to be sent out to the entire chapter membership. It is up to the executive whether they would like to name the open positions or to put out a general vacancy call.

In the event only one member is willing/nominated to stand for the position of Chapter Executive Committee member, the Chapter Executive Committee shall have the authority to declare the member elected by acclamation.

In the event that more than one member is willing/nominated to stand, when the names of those put forward/nominated are received at the Chapter Executive Committee, by the date specified, an election ballot listing all candidates will be provided to all individual members. This can be done as an e-vote through the National Office. The date will be established for return of the election ballots and the candidate receiving the greatest number of votes shall be declared the Chapter Executive Committee Member for that term.

In the event of a tie, there will be one re-vote. If the tie remains, the Chapter Executive Committee will select the member.

All Chapter Executives shall be invited to all Executive Meetings and shall have full voting privileges at all CCHL-SAC executive and special meetings plus other events where voting is authorized.

Executive members must be in a position to commit to attending regular and teleconference meetings, and to participate in leading Chapter programs, activities and teams. Time commitment is estimated to be four hours per month but could vary depending on the responsibilities assumed.

RESPONSIBILITIES OF CHAPTER EXECUTIVE COMMITTEE

The Executive of the Chapter is elected from the membership (individual members as defined in the Chapter Regulations).

The Executive Committee is comprised of Officers (includes the Chair, Vice-Chair, Past Chair, Secretary, and Treasurer), and sector Leaders and Members at Large as required by the Chapter.

Chapters have the power to add to the Executive and Chapter support network.

The responsibilities listed below include but also expand upon the duties and responsibilities of the Executive Committee in the Chapter Regulations.

1. Responsible for the overall management of Chapter operations in the key areas of organization and administration, membership and program development.
2. Ensures that the Chair and all officers carry out their responsibilities as required under the Chapter Regulation established by the College.
3. Participates in planning educational and networking activities and prepares reports for the National Office on the Chapter's activity.
4. Supervises the progress of the Chapter, its associated work groups and activities.
5. Monitors the finances of the Chapter and approves the disbursements of its funds.

A. Chapter Chair - Roles and Responsibilities²

The Chair is the senior executive officer of the Chapter and is primarily responsible for providing leadership, supervising activities and ensuring that affairs of the Chapter are conducted in accordance with the bylaws and regulations established by the College. The Chair is a non-voting member of all committees of the Chapter.

1. Calls and presides at all meetings of the Chapter's Executive Committee.
2. Provides direction to the Secretary in preparing an agenda prior to each meeting.
3. In collaboration with the Treasurer, prepares the annual budget of anticipated revenues and expenditures, ensuring that funds are allocated properly.
4. Ensures that the Chapter maintains a forward and strategic planning process.
5. Serves as the primary liaison with the College's national office and the CCHL Board member for Southern Alberta.
6. **Represents the Chapter on the College's Chapter Advisory Council.** Where there are Co-Chairs only one will represent the Chapter on the Chapter Advisory Council.

² Canadian College of Health Leaders, Chapter Manual, August 2011, Page 11 + additional responsibilities added

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7. Delegates any specific duties and authority to other members of the Chapter Executive and ensures their proper implementation.
8. Provides general supervision over the affairs of the Chapter ensuring that the activities of all committees are properly coordinated and administered.
9. Provides leadership in developing and organizing new projects.
10. Appoints and serves on the Nominating Committee.
11. At the end of each fiscal year (December 31), ensures that financial statements, meeting minutes and an annual report are provided to the College's national office.
12. Provides orientation to the incoming Chair on his/her responsibilities and facilitates the orderly transfer of records and other documents.
13. Takes other actions as necessary and in accordance with regulations to assure the effective operation of the Chapter.
14. Is one of the signing officers for SAC by virtue of position
15. Chair has the responsibility in conjunction with Vice Chair to ensure that all member of the executive meet the expectations of their role.
16. Acts as spokesperson on behalf of the Chapter as required.
17. Sets the direction for the annual Executive Retreat and delegates retreat planning, as appropriate to other Executive members.
18. Is accountable to all members of the Chapter.
19. Participates actively in member orientations, member support and in SAC meetings, conference calls and events
20. Provides executive support for and works closely with the Member-at-Large, Administration
21. Requests the assistance of members of the Special Interest Volunteer Pool as required
22. Acts as a mentor to CCHL members as required

B. Chapter Vice Chair - Roles and Responsibilities

1. Assumes all of the responsibilities, duties and authorities of the Chapter Chair when assigned by the Chair or when the Chair is not available or reachable and urgent action is required
2. Provide support and assistance to the chair in carrying out his or her responsibilities
3. Acts as a 'critical friend' and sounding board to the Chair providing advice, council and help wherever possible
4. Assists with strategic planning for SAC meetings, member educational and social events
5. May agree to take on specific ongoing duties and responsibilities from, for, or on behalf of the Chair
6. May be designated as one of the signing officers

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7. Participates actively in member orientations, member counselling and in SAC meetings, conference calls and correspondence
8. Drafts an annual Succession Plan for the SAC executive
9. Serves on the Nominating Committee for SAC executive membership and special committees
10. Chairs all nominating committees required to put names forward for CCHL awards, appointments and other honors
11. Supports the Chair in developing and organizing new projects.
12. Provides orientation to the incoming Vice Chair on his/her responsibilities and facilitates the orderly transfer of records and other documents
13. Participates actively in member orientations, member support and in SAC meetings, conference calls and events
14. Provides executive support for and works closely with the Member-at-Large, Professional Development
15. Requests the assistance of members of the Special Interest Volunteer Pool as required
16. Acts as a mentor to CCHL members as required

C. Chapter Past Chair - Roles and Responsibilities

1. Provides support and assistance to the Chair and Vice Chair in carrying out their responsibilities
2. Acts as a sounding board to the Chair and Vice Chair providing advice, council and help when requested
3. Oversees (through direct action or delegation of responsibilities) the drafting of a communication plan to SAC members to advise them of SAC executive openings and the process for nomination or application for such positions Calls quarterly chair meeting with Vice-Chair, and Chair
4. Participates actively in member orientations, member support and in SAC meetings, conference calls and events
5. Provides executive support for and works closely with the Member-at-Large, Member Services
6. Requests the assistance of members of the Special Interest Volunteer Pool as required
7. Acts as a mentor to CCHL members as required

D. Chapter Treasurer - Roles and Responsibilities

Good management of finances is vital to the smooth running of the organisation. However, while the Treasurer has a specific role within the Executive in relation to money matters, the overall responsibility for financial management lies with the whole Executive.

1. Develops and reviews annually SAC financial policies and assures that appropriate procedures and financial safeguards are in place. Recommend changes in financial policies and procedures to SAC Executive as needed
2. Drafts annual financial goals, objectives and priorities for approval by the SAC Executive
3. Drafts an annual operating budget with input from all SAC Executive members.

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4. Prepares and interprets financial statements for SAC Executive and members
5. Prepares and presents quarterly financial statements to SAC Executive including financial summaries of each SAC event
6. Works with the designated planner for each event to prepare a budget plan for each event
7. May be designated as one of the signing officers
8. Keeps an overview of the finances of SAC including ongoing bank account balances plus forecasted revenues and expenses
9. Participates actively in member orientations, member support and in SAC meetings, conference calls and events
10. Requests the assistance of members of the Special Interest Volunteer Pool as required
11. Acts as a mentor to CCHL members as required
12. Submit annual financial report and quarterly GST rebate to National Office.

E. Chapter Secretary – Roles and Responsibilities

1. Ensures that accurate minutes of all SAC Executive, Annual and Special meetings are taken and approved.
2. Ensures that the records of the organization are maintained as required by CCHL and made available when required by an authorized person
3. Ensures that official records are maintained of members of SAC and the Executive and further, ensures that these records are available when required for reports, elections, referenda, other votes, etc.
4. Working with the Chair, manages the general correspondence of SAC except for such correspondence assigned to others
5. Participates in SAC Executive and other meetings as a voting member.
6. Polls the other Executive members for agenda items for all meetings and, once the agenda is approved by the Chair or designate, circulates the agenda and any attachments to invited members not later than seven (7) days prior to the meeting
7. Eligible as a signing officer as required
8. Participates actively in member orientations, member support and in SAC meetings, conference calls
9. Requests the assistance of members of the Special Interest Volunteer Pool as required
10. Acts as a mentor to CCHL members as required

F. Chapter Leader Corporate Relations - Roles and Responsibilities

1. Seeks input from SAC Executive, Members-at-Large and SAC members on potential organizations who may be interested in serving as a corporate sponsor for CCHL-SAC events
2. Prepares a list of organizations and key contacts representing active and potential CCHL-SAC corporate sponsors. Circulates this list to SAC Executives and Members-at-Large in September each year requesting comments and additional names
3. Invites and chairs an annual meeting of key contacts representing active and potential CCHL-SAC corporate members and sponsors in October of each year to receive feedback regarding

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CCHL-SAC and to solicit new ideas and strategies that SAC could implement to maximize corporate participation and sponsorship

4. Sends the list of confirmed and pending SAC events to the list of active and potential CCHL-SAC corporate sponsors as soon as this list is available and again as it is updated. This e-mail communication will include a request for corporate sponsorship. Follow-up e-mails and phone calls will be made as appropriate
5. Works constructively and creatively with active and potential CCHL-SAC corporate sponsors to try to meet the individual needs of the corporation to maximize future sponsorship potential
6. Sends individual and personalized letters of appreciation on behalf of SAC within 2 weeks of an event to all corporate sponsors who have donated to that event
7. Provides executive support for and works closely with the SAC Member-at-Large for Continuing Care and the Continuing Care Committee of SAC
8. Participates actively in member orientations, member support and in SAC meetings, conference calls
9. Requests the assistance of members of the Special Interest Volunteer Pool as required
10. Acts as a mentor to CCHL members as required

G. Chapter Leader Southern Alberta Zone - Roles and Responsibilities

1. Seeks input from SAC Executive, Members-at-Large and SAC members on strategies that could be utilized to identify individuals who may potentially have a current or future interest in CCHL-SAC activities, events and membership
2. Develops terms of reference, forms and chairs a rural health care sub-committee which meets not less than two (2) times per year
3. Serves as the primary CCHL-SAC contact and advocate for members working in the South Zone of Alberta Health Services and other community health care agencies and corporate entities
4. Represents the best interests of South Zone members and potential members
5. Seeks, collects, delivers and brings to the attention of the SAC executive relevant information, requests and recommendations from South Zone members
6. Communicates, promotes and encourages participation in SAC events
7. Calls, organizes, coordinates and facilitates least one (1) CCHL-SAC each year within the South Zone. Invites SAC Executive to attend each event.
8. Provides executive support for and works closely with the SAC Member-at-Large, Rural
9. Participates actively in member orientations, member support and in SAC meetings, conference calls
10. Requests the assistance of members of the Special Interest Volunteer Pool as required
11. Acts as a mentor to CCHL members as required

H. Chapter Leader Student Relations - Roles and Responsibilities

1. Serves as the primary CCHL-SAC contact and advocate for students from health related disciplines having an interest in CCHL-SAC activities and events. Communicates this role wherever possible

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2. Develops terms of reference, forms and chairs a student relations sub-committee which meets not less than two (2) times per year
3. Prepares a list of educational organizations and key contacts representing these organizations. Circulates this list to SAC Executives and Members-at-Large in September each year requesting comments and additional names of organizations and key contacts
4. Represents the best interests of students at SAC meetings and events
5. Seeks, collects, delivers and brings to the attention of the SAC executive relevant information, requests and recommendations from or on behalf of interested students
6. Communicates, promotes and encourages participation of students in SAC events
7. Calls, organizes, coordinates and facilitates least one (1) CCHL-SAC event per term of office which is designed specifically for students with an interest in CCHL-SAC activities
8. Participates actively in member orientations, member support and in SAC meetings, conference calls
9. Requests the assistance of members of the Special Interest Volunteer Pool as required
10. Acts as a mentor to CCHL members and students as required

I. Chapter Leader Member Relations – Roles and Responsibilities

1. Works closely and coordinates plans and activities with the Chapter Director and Past Chair
2. Seeks input from SAC Executive, Members-at-Large and SAC members annually and as required, on creative strategies that could be considered by SAC to increase member satisfaction with CCHL, SAC and SAC activities and events
3. Seeks input from SAC Executive, Members-at-Large and SAC members annually and as required, on membership issues, opportunities to improve and creative strategies that could be considered by SAC to expand CCHL membership.
4. Using the input received, draft an annual Membership Enhancement Plan for discussion, input and approval by the SAC Executive.
5. Implement the approved Membership Enhancement Plan
6. Participates actively in member orientations, member support and in SAC meetings, conference calls and committees as assigned
7. Requests the assistance of members of the Special Interest Volunteer Pool as required
Acts as a mentor to CCHL members and students as required

MEMBERS-AT-LARGE

Only members in good standing with the College are permitted to submit nomination forms and/or be considered for election/appointment as a Member-at-Large.

All Members-at-Large shall be invited to all Executive Meetings and shall have voting privileges at such meetings.

J. Member-at-Large: Community and Continuing Care – Roles and Responsibilities

1. Works closely and coordinates plans and activities with the Chapter Director: Corporate Relations

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2. Represents the best interests of members and potential members working within community and continuing care positions
3. Seeks, collects, delivers and brings to the attention of the SAC executive relevant information, requests and recommendations from community and continuing care management staff
4. Increase visibility and encourage participation by attending no less than two (2) continuing care meetings per year.
5. Calls, organizes, coordinates and facilitates at least one (1) CCHL-SAC meeting each year which is designed specifically to gather insights and recommendations from community and continuing care CCHL-SAC members and prospective members
6. Proposes, and if approved, plans and organizes at least one CCHL-SAC event each year that is focussed toward the specific interests and educational needs of community and continuing care members and prospective members
7. Communicates, promotes and encourages participation in SAC events by current and prospective members working within community and continuing care
8. Participates actively in member orientations, member support and in SAC meetings, conference calls and committees as assigned
9. Requests the assistance of members of the Special Interest Volunteer Pool as required
10. Acts as a mentor to CCHL members and students as require

K. Member-at-Large: Professional Development – Roles and Responsibilities

1. Works closely and coordinates plans and activities with the Chapter Director and Vice Chair
2. Seeks input from SAC Executive, Members-at-Large and SAC members annually and as required, on creative alternatives for special event and special event speakers that could be considered by SAC
3. Using the input received, draft an annual CCHL-SAC Event Plan for discussion, input and approval by the SAC Executive. This Plan will include assigning responsibility, accountability and documenting who will make the contact and follow-up arrangements with prospective speakers as well as coordinating dates, facilities, catering, IT, special requirements, etc.
4. Provides oversight to the annual approved CCHL-SAC Event Plan (Calendar of Events)
5. Works closely with the national office of CCHL to support and advance, LEADS, CHE and Fellowship certification
6. Participates actively in member orientations, member support and in SAC meetings, conference calls and committees as assigned
7. Requests the assistance of members of the Special Interest Volunteer Pool as required
8. Acts as a mentor to CCHL members and students as required

L. Member-at-Large: Administration – Roles and Responsibilities

1. Works closely with the Chapter Director and Chair
2. Assists the Chapter Chair with any responsibilities and duties as assigned by the Chair
3. Participates actively in member orientations, member support and in SAC meetings, conference calls and committees as assigned
4. Updates Chapter on the CCHL website

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5. Coordinates the development of event marketing
6. Supports and assists other Officers as required.
7. Requests the assistance of members of the Special Interest Volunteer Pool as required
8. Acts as a mentor to CCHL members and students as required

SPECIAL INTEREST VOLUNTEER POOL

CCHL members will be encouraged to volunteer to let their names stand to serve in a CCHL-SAC Special Interest Volunteer Pool. CCHL-SAC Executives and Members-at-Large are encouraged to access this list of Volunteers to assist them with short-term projects or where additional assistance is required for ongoing responsibilities.