

HEALTHCARE FINANCIAL MANAGEMENT ASSOCIATION

Regional Operating

Agreement Region 10

Purpose

To ensure continuity in the implementation of regional activities and to implement the regional liaison program policy as approved by the Healthcare Financial Management Association (HFMA) National Board of Directors.

Members

Region 10 of HFMA is comprised of the following individual chapters:

- Arizona
- Colorado
- Idaho
- Montana
- New Mexico
- Utah
- Wyoming

Agreement

I. Procedures for Regional Executive-elect selection:

- A. The Regional Executive is a key volunteer leadership position that exists to:
 - Serve as the primary volunteer leader between volunteers at the local level and the Association
 - Assist chapter leaders in serving members
 - Promote and lead change efforts to drive HFMA's strategies
 - Foster dialogue and communication at all levels of HFMA
 - Represent the needs and interests of chapter leaders at the Regional Executive Council and to the HFMA National Board and staff
 - Work to create a seamless system of service
 - Encourage chapters to collaborate and help other chapters
- B. The term is for three years starting as Regional Executive 3, Regional Executive 2, and then Regional Executive. It is critical that all three roles within the region work to establish effective communication, collaboration, and coordination to assist chapter leaders in serving member needs.
- C. Qualifications and Competencies. The successful Regional Executive must be able to:
 - View issues from multiple perspectives in order to meet the needs of the HFMA member
 - Understand and support the strategies set by the National Board to meet member needs
 - Communicate the opportunities and challenges in executing those strategies at the chapter level
 - Assess past performance and recommend ways to support continued good performance or identify areas for improvement
 - Think strategically, build relationships and consensus among chapter leaders,

- encourage collaboration across chapters
- Strong listening and communication skills
- Experience facilitating meetings and building teams
- Good time management skills
- Experience leading change management efforts is highly desired
- Previous service as chapter president
- FHFMA/CHFP certification preferred

D. Selection Process

- Individuals interested in becoming a Regional Executive are required to apply for the position and document experience that demonstrates necessary qualifications and competencies.
- The Regional Executive 3 will solicit nominations by contacting chapter leaders.
- The Regional Executive and Regional Executive 2 will interview qualified individuals and make recommendations to chapter presidents-elect at LTC. Regions may choose to have additional interviews performed by other chapter/regional volunteer leaders.
- Regional Executives are elected by chapter presidents-elect during the LTC held in the year prior to their term of office as Regional Executive III.
- Chapters may only have one member serve at a time in one of the three roles to ensure equitable distribution across the chapters.

E. For purposes of maintaining a record of Regional Executives who have served Region 10 since 1991-1992, a list of Regional Executives by chapter is provided below:

1991-1992	Wyoming	Kim
1992-1993	Utah	Steve Hook
1993-1994	New Mexico	Bob Tyk
1994-1995	Idaho	Mike Frith
1995-1996	Arizona	Al Charlesworth
1996-1997	Colorado	Ellen Stewart
1997-1998	Montana	Lee Roath
1998-1999	Wyoming	Bill Remmich
1999-2000	Utah	Randy Baker
2000-2001	New Mexico	Bret Goebel
2001-2002	Idaho	Marie Smith
2002-2003	Colorado	Ken Smith
2003-2004	Arizona	Jennifer Andrew
2004-2005	Montana	Paul Pedersen
2005-2006*	Utah	Michelle Phinney
2006-2007*	New Mexico	Michael Nunez
2007-2008*	Idaho	Michele Marcum
2008-2009.1	Wyoming	Ron Bach
2009-2010.1	Colorado	Hal Prink
2010-2011	Arizona	Dave Chohon
2011-2012	Montana	J. J. Carmody
2012-2013	Utah	Alan Robinson
2013-2014	New Mexico	Eric Burgmaier
2014-2015	Idaho	Luke Zarecor
2015-2016	Wyoming	Ed Johlman
2016-2017	Colorado	Christine Hogan-Newgren
2017-2018	Arizona	Jeff O'Malley

The Regional Executives elected for the next two years are as follows:

2018-2019	Montana	Don Miller
2019-2020 ⁺	Utah	Chris Bruerton

⁺ For purposes of selecting the Regional Executive to serve in the 2019-2020 year, Region 10 elected to adopt the HFMA Board of Directors approved selection process. The previous process for Region 10 involved a rotation through the Chapters whereby each Chapter would have an opportunity to select the Regional Executive once every seven years.

*The change in rotation for 2005-2009 was requested by the Wyoming Chapter

II. Fall Presidents' Meeting:

Effective 2014, Fall Presidents Meetings will be held in one location at the same time.

The Regional Executive Council is responsible for setting the agenda for the meeting at their June council meeting. The meeting agenda will include formal time set aside for regions to meet as a group for regional business and successful practice sharing. The agenda will also provide opportunities for attendees to meet as a whole with other chapters and regions on HFMA strategies, best practice exchanges, and with the National Board and HFMA staff.

HFMA staff will be responsible for logistical planning for the meeting and HFMA will provide meeting room space for each region. HFMA will assume meeting expenses to include meeting room rental and meals associated with the on-site meeting times (i.e. breakfast, lunch, and breaks). HFMA will cover up to three nights lodging each for the president and president-elect (or their representative) to attend the meeting. HFMA will reimburse reasonable travel expenses for the Regional Executive and the Regional Executive-elect to participate in the meeting (airfare, lodging and meals).

Regions are encouraged to plan activities outside the planned agenda time, to foster camaraderie among the region's leadership. Activities outside the planned agenda time will be financed by the regions.

Each Chapter is responsible for the airfare and related meals for the President and President Elect.

III. Region 10 Education Event:

Region 10 will partner with Region 11 to conduct a unified conference called the Western Regional Symposium (WRS) as per the BiPartite Agreement (Agreement) between Region 11 and Region 10 entered into on the 25th day of June two thousand and seventeen.

REGION 11 is comprised of the following chapters: Hawaii, Washington/Alaska, Oregon, Northern California, Southern California, San Diego, and Nevada.

REGION 10 is comprised of the following chapters: Montana, Idaho, Wyoming, Utah, Colorado, Arizona, and New Mexico.

It is AGREED as follows:

- A. Parties intend to join together for a joint conference on January 14-17, 2018 in Las Vegas, Nevada, at the Paris Las Vegas Hotel & Casino Convention and Conference Center.
- B. Chapter Participation
 - a. Region 11 will provide:

- i. Core committee members from the lead chapters for this conference for program and planning.
 - ii. Region 11 will provide individuals to assist with necessary functions as needed. (Total number of people TBD)
 - b. Region 10 will provide:
 - i. Core Committee members from the designated chapters for program and planning
 - ii. Region 10 will provide individuals to assist with necessary functions as needed. (Total number of people TBD)
- C. Chapter Revenue and Hour Sharing
 - a. Based on the percentage of attendees registered (including vendors) for the conference (minus attendees or vendors registered outside of Region 10 or 11 (R21))
 - i. Example: If 25 percent of the Region 21 attendees are from Region 10, then 25 percent of the profit will go to Region 10 and 25 percent of the “Orphan Hours” will go to Region 10. “Orphan Hours” are defined as attendees (vendor and provider) that have a home chapter outside of Region 21.
 - b. Region 11 will utilize the Region 11 Treasurer to process and pay all bills as well as deduct all expenses prior to the calculation of any net proceeds. Before any (profits or losses) are distributed, Region 11 will take out any upfront costs associated with the event. Profit or loss will be distributed from NET funds only.
- D. Profits from the Region 10 Education Event, if conducted, will be held in the Region 10 Treasury. These funds shall be used to pay future Region 10 expenses with the intent of eliminating or reducing the Chapter assessments used to support Regional expenditures as described in this Agreement and as otherwise approved by the Region 10 presidents.
- E. Historical Reference: Region 10 has hosted an annual regional education conference in the locations and years noted below. The following information will be included in the Operating Agreement for historical information and reference should it be determined to host a future conference. The host/location rotated as indicated below. Previous year’s Region 10 Meetings have been as follows:

1998-1999	Phoenix, Arizona
1999-2000	Albuquerque, New Mexico
2000-2001	Coeur d’ Alene, Idaho
2001-2002	Denver, Colorado
2002-2003	Las Vegas, Nevada (hosted by Arizona Chapter)
2003-2004	Whitefish, Montana
2004-2005	Phoenix, Arizona (hosted by Wyoming Chapter)
2005-2006	Park City, Utah
2006-2007	Santa Fe, New Mexico
2007-2008	No meeting
2008-2009	Phoenix, Arizona
2009-2010	No meeting
2010-2011	No meeting
2011-2012	Denver, Colorado (held in July, 2011)
2012-2013	Santa Fe, New Mexico
2013-2014	No meeting
2014-2015	Colorado Springs, Colorado
- F. Should Region 10 decide to jointly host a conference with another Region, a written agreement shall be signed by the respective Regional Executives which describes each Region’s

responsibility for planning and facilitating the conference and how the proceeds/losses shall be allocated (see III above).

IV. Responsibilities of the Regional Executive:

A. Responsibilities of the Regional Executive will reflect those responsibilities as set forth in the HFMA document "RE Role Qualifications and Selection-Final Approved 11152016.docx" or as subsequently modified and approved by the HFMA Board of Directors. The following grid summarizes those responsibilities for the RE1, RE2 and RE3 roles.

Regional Executive	Regional Executive II	Regional Executive III
Regional Executive Council: set policy and goals related to the Chapter Balanced Scorecard, Davis Chapter Management System, and Founders Merit Award Program.		
<ul style="list-style-type: none"> ▪ Attend Council meetings as the voting member for the region ▪ Mentor Regional Executive II and III 	<ul style="list-style-type: none"> ▪ Attend in-person meetings as allowed by Regional Operating Agreement (ROA) or national policy (see meeting attendance below) ▪ Attend teleconference calls of the REC ▪ Mentor Regional Executive III 	<ul style="list-style-type: none"> ▪ Attend in-person meetings as allowed by ROA or national policy (see meeting attendance below) ▪ Attend teleconference calls of the REC
Regional Operating Agreement: conduct yearly review of regional operating agreements to ensure they are adhered to and updated.		
<ul style="list-style-type: none"> ▪ Lead discussion at Fall Presidents Meeting to approve ROA 	<ul style="list-style-type: none"> ▪ Gather input from chapter leaders prior to Fall President's Meeting 	
Regional Executive Nomination Process: solicit nominations, review qualifications, interview prospective RE's and carry out election process		
<ul style="list-style-type: none"> ▪ Solicit nominations ▪ Interview candidates for RE III ▪ Facilitate discussion and election of incoming RE III during LTC Regional Planning Time 	<ul style="list-style-type: none"> ▪ Solicit nominations ▪ Interview candidates for RE III 	<ul style="list-style-type: none"> ▪ Solicit nominations ▪ Review qualifications of applicants ▪ Coordinate interviews with RE and RE II prior to LTC
Chapters: Serve as primary liaison between chapter leaders and the Association		
<ul style="list-style-type: none"> ▪ Lead at least quarterly conference calls with chapter presidents and presidents-elect ▪ Work with RE II to coordinate travel to chapter meetings per ROA ▪ As necessary, work with chapter leaders if a Chapter Advancement Plan is needed 	<ul style="list-style-type: none"> ▪ Develop agenda for quarterly conference calls with chapter presidents and presidents-elect ▪ Work with RE to coordinate travel to chapter meetings per ROA ▪ Monitor CBSC progress for the region 	<ul style="list-style-type: none"> ▪ Coordinate the scheduling of quarterly conference calls with RE's and chapter presidents and presidents-elect ▪ Where possible, attend chapter meetings with the RE and RE II per ROA

V. Regional Treasury:

- A. The Regional Treasury shall be used to fund:
- i. Social activities, group dinners and/or team activities at ANI, FPM and LTC.
 - ii. Travel, lodging and other related expenses not covered by national HFMA of the RE, RE2, and RE3 to attend ANI, FPM, LTC, and Fall REC meeting
 - iii. Conference Registration for ANI for both the RE and RE2
 - iv. Travel and lodging of the Regional Executive to attend the WRS.
 - v. Regional operating costs, such as conference calls.
 - vi. The outgoing RE's travel, lodging, and meals reasonably required to attend ANI, at the immediate end of the RE term, for scheduled RE award and recognition ceremonies.
- B. Maintenance and Funding: Chris Coccimiglio was designated the Region 10 Treasurer as a result of a unanimous vote by the Region 10 Chapter Presidents. The Treasury was initially funded by an assessment to the chapters of \$3.00 per member. More recently it has been

funded through proceeds of the 2016 Region 10 and 2017 Western Regional Symposium conferences. Should there be a shortfall, dues will be assessed to the chapters on a per member basis upon majority approval of the Presidents of the Chapters in the Region. Assessments for future years will be determined at the LTC for that fiscal year.

- C. Region 10 Presidents and President-elects voted at the 2017 LTC to reimburse chapters up to \$1,500 each to support programs and other efforts, including conference registration/attendance fees and expenses, designed to increase their chapter membership attendance at WRS. The monies may only be reimbursed after expenses are incurred and the programs must directly result in incremental attendance.
- D. The RE shall review the Region 10 bank statement for consistency with the financial statements at least quarterly.
- E. Expenditure Approval - The RE shall obtain approval for expenditure of funds from the RE2 upon the submission of an invoice to such person. Upon approval, the RE then submits the invoice to Treasurer, for payment from the Regional Treasury funds. A similar format is followed if the RE2 has expenses which will be approved by the RE and submitted to the Regional Treasurer for payment.
- F. The RE and RE2 may, at the request of the R10 Chapter President, visit the chapter. The chapter presidents shall determine the purpose for the RE and RE2 visits. Permitted purposes may include:
 - a. Present educational topics at chapter programs, (substantive or HFMA updates).
 - b. Attend chapter officer and board meetings to assist with the specific needs of the chapter such as planning, membership recruitment, leadership development, etc.
 - c. Attend chapter annual meetings to present awards and install officers.
 - d. By unanimous vote at LTC in 2017, Region 10 Presidents and President-elects elected to not use Region 10 treasury to fund RE and/or RE2 visits to individual chapters. If a chapter desires a visit by either the RE or RE2, such chapter shall fund such visit from that chapter's own treasury.
- G. Treasury Shortfalls/Financing Region10:
 - a. As discussed above, any Regional Treasury shortfall shall be cured as follows:
 - 1. FUNDING REGION 10. The annual Region 10 operating budget shall be financed by each member Chapter by assessing said Chapters a Per-Member-Per-Year (PMPY) fee, to be carried out as follows:
 - a. The incoming RE shall prepare the annual operating budget for Region 10 for the upcoming year (which begins 6/1). That budget shall be approved by the Chapters no later than at the annual Fall President's Meeting.
 - b. For purposes of calculating the PMPY assessment, each Chapter's membership total shall be the total that appears on the final CBSC for the current (not upcoming) Chapter year. The final CBSC is usually ready by mid-May.
 - c. Two years' worth of operating expenses shall be maintained in the bank account.
 - d. Required funding shall be calculated as follows: 2 years' of the upcoming budgeted expenses. Any negative balance will be funded as follows.
 - i. Membership for all Region 10 Chapters shall be totaled and divided into "negative balance" identified in D above. That will determine the PMPY amount.
 - ii. The PMPY amount shall be multiplied by each Chapters total membership from "B" above. That amount will be the amount that each Chapter will pay into the Region 10 Treasury to fund the upcoming Region 10 budget.
 - iii. It shall be the incoming Regional Executive's responsibility to calculate the annual Chapter assessments no later than 5/31.
 - iv. Chapters shall remit the full annual assessment to the Region 10 Treasurer by June 30.

- b. The Region 10 Treasury shall not retain a surplus of more than \$40,000 above required funding levels as outlined above. Surplus in the Treasury on 4/30 in excess of \$40,000 shall be deducted from shortfalls in the proposed Region 10 operating budget for the upcoming year. Any remaining surpluses will be returned to the chapters in accordance with the distribution methodology outlined above. Deficits will result in PMPY assessments only if the projected treasury balance fails to meet minimum funding requirements as outlined above. .
2. OPPORTUNITY FOR CHAPTERS TO RECOVER SOME OR ALL OF THE ANNUAL PMPY ASSESSMENT. The net income that is generated by Region 10 from its participation in the Western Regional Symposium (henceforth referred to as “WRS”), or a solo conference sponsored solely by Region 10, shall be available for distribution back to Chapters as a refund of their PMPY Chapter assessment, as follow:
 - a. Chapters are encouraged to promote the annual conference to its members.
 - b. Region 10’s share from WRS, or total earnings from its own solo conference, shall be distributed back to Chapters based on each Chapter’s attendance at the annual conference.
 - c. Formula (using WY as an example):
 - $\text{WY members in attendance} / \text{Total Region 10 members in attendance} = \%$
 - $\% \text{ of WY members} \times \text{earnings} = \text{Potential Chapter Rebate from conference}$

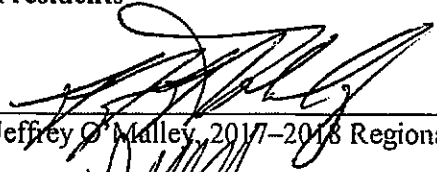
Region 10 members shall include only registered members of HFMA of each Chapter. It shall not include vendors who attend the conference from Region 10 areas who are not actual members of a Chapter.

 - d. In no case shall the distribution to an individual Chapter exceed the amount of that Chapter’s total annual PMPY assessment, which was paid to the Region during the Chapter year in which the conference was held. Amounts in excess shall be retained by the Region 10 treasurer and applied under 1.G above.

H. Accounting

- i. An accounting of the Regional Treasury balance sheet will be made by the Regional Executive and distributed to the Chapter Presidents on a quarterly basis.
- ii. If there is an accumulation of reserves in excess of the Region’s bi-annual budget plus an inflation margin, the chapter presidents shall determine if a chapter distribution should be made and on what basis.
- iii. Other possible uses to consider for surplus funds are
 - Region 10 Education Event scholarships.
 - Additional support for Chapters to defray the cost of attending the FPM or LTC

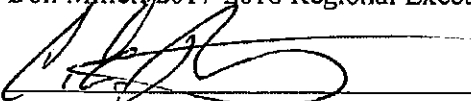
VI. Signatures of Regional Executive, Regional Executive Elect, and Participating Chapter Presidents



Jeffrey O'Malley, 2017-2018 Regional Executive



Don Miller, 2017-2018 Regional Executive 2



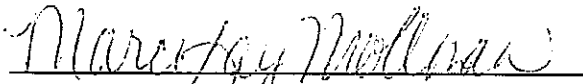
Chuck Ribbe, 2017-2018 Arizona Chapter President



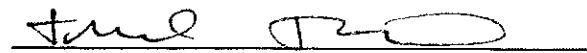
Gina Eastin, 2017-2018 Colorado Chapter President



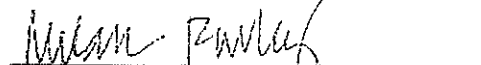
Lisa Kirk, 2017-2018 Idaho Chapter President



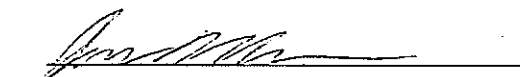
Marci Mollman, 2017-2018 Montana Chapter President



Josh Trujillo, 2017-2018 New Mexico Chapter President



McCall Rowley, 2017-2018 Utah Chapter President



James Mann, 2017-2018 Wyoming Chapter President