

Board of Directors Description

The Board of Directors is a competence based Board comprised of a minimum of seven (7) voting Directors and a maximum of two (2) nonvoting *ex officio* Directors. The Directors shall be elected by the HPCC Board from a slate prepared by the Board Development Committee.

The President of the HPNA or designee shall be an *ex-officio*, without vote, member of the Board. The HPCC Immediate Past President will be an *ex-officio*, without vote, member of the Board for one year after the presidential term ends, unless term of Board service has not yet been completed.

Term of Office and Election

Elections for Board members shall be conducted annually at the Fall Board meeting. All Directors shall be elected for a three (3) year term on a rotating basis and may be reelected once for a maximum of two (2) three year terms. All terms begin on January 1 of the year following the Fall Board meeting.

Nature of Position:

The Board of Directors shall be responsible for the affairs of the Corporation and oversees all aspects of the certification programs. The Board of Directors shall be the official body determining the strategic planning component of HPCC.

Restrictions:

- a. Members of the Board of Directors, HPCC Committees and staff* are eligible to certify or renew HPCC certification for any credential of HPCC other than that for which they were involved while serving in their positions. The certification period for hospice and palliative certified members on the Board of Directors, HPCC Committees and staff will be extended to continue two (2) years after completing their term or leaving their positions.
- b. Members of the Board of Directors, HPCC Committees and staff* may not participate in any non-HPCC credentialing activities, endorse or participate in courses, publications, videos, or any other programs designed to prepare individuals for the HPCC certification examinations while serving in office, on a committee, while employed by HPCC and for two (2) years after leaving their positions.
- c. Members of the HPCC Board of Directors and HPCC committee members may not participate on the HPNA Board or any other HPNA committee in either a core or corresponding capacity unless appointed specifically and in writing for the business of the HPCC.

Background Requirements/Qualifications:

The Board of Directors uses a competence based model for governance accountability and effectiveness. Directors shall possess all **universal** competencies and one or more **essential collective** competencies to the Board to assist the Board in executing its responsibilities

Universal competencies include:

Organizational Awareness and Commitment to the Vision and Mission

Knowledgeable about the priorities, values and expectations of the organization. Ability to identify and respond to all stakeholders. Willingness to align own behavior with the needs and mission of the organization.

Personal Integrity and Self-Confidence

Possess the quality of having moral principles of behavior in an honest fashion consistent with personal morals. Present self in a confident manner that guides actions using trust and honesty.

Communication Skills

Possess effective written, verbal, and non-verbal behaviors that assist in accomplishing an awareness and appreciation of ideas, diversity and observations among peers. Listen effectively and clarify information.

Interpersonal Skills and Relationship Building

Manage own emotions and responses to those of others to achieve positive relationships. Build or maintain reciprocal networks with people through similar interests, respect and support. Able to state own opinion in a manner while maintaining the well being of the organization and supporting the agenda. Appropriately persuade, influence and impress others to gain consensus. Support others without bias and challenge the norm.

Teamwork and Flexibility

Able to work together collectively, be flexible and adapt effectively in various settings and situations. Promote cooperation and collaboration. Prioritize professional and personal responsibilities by setting boundaries and utilizing time management skills.

Conceptual/Strategic Thinking

Possess the capability of conceiving and selecting innovative strategies and ideas and identifying key issues within the organization, which can lead to changes in core practices and recognize the gap between the present and intended future.

Demonstration of Knowledge of Difference Between Governance and Management

Participate in decision making that defines expectations, grants power and verifies performance of the organization. Holds the CEO accountable for operations and a robust succession plan.

Analytical Thinking, Information Seeking and Initiative

Demonstrate problem solving skills by breaking it into smaller pieces and utilizing a step by step process. Take action to resolve the problem or capitalize on an opportunity by identifying patterns, connections or underlying issues in complex situations.

Achievement Orientation and Talent Development

Demonstrate need to work well or surpass a standard of excellence. Life-long pursuit of knowledge and professional development. Coaches and develops Board members and colleagues to achieve top performance. Anticipates and assists in fulfilling the future talent needs of the Board.

Essential Collective competencies include:

Organizational Leadership

Demonstrate previous participation on other Boards providing focused leadership to advance change initiatives.

Business Management

Experience with the strategic activities associated with the development and operations of a company. Accountability for quantitative inputs and outputs, return on investments and allocation of financial, human and other resources.

Financial

- Investments
- Audits

Financial experience with investments and/or audits

Certification/Continuing Competence

Experience in the development of continuing competence programs for certification organizations or for job related programs.

Research and Quality Improvement

Research experience and/or performance improvement processes involving continuous assessment and revision associated with safety, quality and customer satisfaction. Outcomes management at the highest level of evidence-based or best practice available.

Exam Construction and Development

Experience with exam construction such as item writing, test analysis or role delineation studies/job analyses.

Law/Regulatory

Experience with ensuring agency compliance with laws and regulations.

Community Orientation/Public Advocacy

Involvement with outreach and/or public policy activities which address expectations, priorities and values important to individual and community stakeholders at the local, regional and/or national level.