



CHIA Governance Structure Task Force

SBAR

SITUATION:

Over the past several years it has been observed that there is a decline in membership participation at both the state and component local associations. While it is recognized that work demands may limit membership involvement, the challenge is to determine how to best foster membership participation and engagement. Therefore, to evaluate the effectiveness of CHIA's organizational structure, a task force was formed to review other association models and present alternative governance models for consideration.

BACKGROUND:

The June 5, 2016 House of Delegates: The Path Forward: Defining Desired Outcomes for CHIA Right Here, Right Now identified challenges and opportunities for the CHIA organization. The goal for the discussion was to openly acknowledge the concern about lack of membership engagement for the CSA (CHIA), debate possible identification of the root causes and discuss the opportunity or options for solution. The outcome of the discussion was a suggestion to form a Task Force. The CHIA Board chartered the CHIA Governance Task Force with the purpose of evaluating the effectiveness and value proposition of the current CHIA governance structure including the roles, responsibilities, and organization of the CHIA Board of Directors, Committees, House of Delegates and Component Local Associations (CLAs).

The following deliverables were established by the CHIA Board of Directors and assigned to the governance task force:

1. Review SBAR and other documents provided to the 2016 CHIA House of Delegates, CHIA/CLA Bylaws, and relevant current policies to define history, background and rationale for a restructure evaluation.
2. Identify methods for obtaining feedback from current and past members (i.e. consider interviews with existing members, past members that have not renewed membership, surveys, input from delegates, etc.
3. Research several association governance structures taking into consideration the following factors:
 - CHIA's Mission, Vision and Values, Bylaws and Affiliation agreement with AHIMA
 - Size of Governing Board structure
 - Regional/geographical considerations (California is a large state – evaluate like size associations)

- Role of the House of Delegates (effectiveness, cost, etc.,)
- Use of technology
- Volunteer management
- Leadership roles in state and local components
- Education programs
- Financial Sustainability (member dues, revenue sources, financial resources)

4. Submit a taskforce report to the CHIA Board of Directors by March 3, 2017 to include:

- A document summarizing the Task Force’s recommendation for discussion by the 2017 CHIA House of Delegates.
- At least three association governance models for consideration by the 2017 CHIA House of Delegates

As defined in the CHIA Bylaws, CHIA shall have one or more types of members who support the mission and purposes of CHIA and AHIMA, are willing to abide by the AHIMA Code of Ethics, apply for membership in CHIA and in AHIMA, and timely pay the dues established by AHIMA and by CHIA. An Active member of CHIA shall be composed of an Active member of AHIMA who has designated California as their state association. An Active member in good standing shall be entitled to serve as a committee member, vote in any election or other matter, hold any office, including Committee Chair, member of the Board of Directors, Officer, member of the House of Delegates, or Delegate to AHIMA. Student members shall be the Student members of AHIMA and have designated California as their Component State Association, shall be entitled to serve on a committee, with voice but no vote, and not be entitled to other voting privileges, hold office or serve as delegates.

As of March 2017, California has approximately 5900 AHIMA Active-Only members consisting of Active, Graduate, Emeritus and Student. Of the 5900 members, 2400 have elected to pay dues and serve as the volunteer/leadership pool for CHIA. California is one of the few state organizations who collect separate membership dues, offering a hardcopy paper journal, discounted member benefits and services, and a variety of CEU offerings. There are only two States who collect membership dues (California and New York)

ASSESSMENT:

To assist in developing models for consideration, the CHIA Governance Task Force performed an extensive investigation of sixteen (16) diverse membership-based organizations looking for best practices in governance. Over 28 individuals were interviewed to provide feedback including current active CHIA members, past and present leaders of the CHIA Board of Directors, current and past leaders of Component Local Associations (CLAs), students, individuals who have expressed interest in the future governance of CHIA, as well as AHIMA but non-CHIA members. The CHIA Governance Task Force worked with the CHIA Executive Office to obtain information on other State CSA organizational governance structures around the country. Many themes arose from the numerous interviews and were used as the models were developed for consideration and discussion for the 2017 CHIA House of Delegates.

Themes from interviews included:

- A change in our state-wide structure is needed;
- There is recognition of the lack of involvement and volunteerism predominately at the CLA level. Supplemental to last year's SBAR on the subject, it was identified that the required activities of a CLA, such as time constraints for volunteer work, scheduling and priority conflicts, CLA reporting requirements of CLA activities, treasury, etc., are one of the reasons for lack of volunteer engagement. But where there are effective volunteers, there is a strong commitment to those associations.
- CLAs are not the primary source of continuing education for HIM individuals interviewed. Education is typically achieved through CHIA and AHIMA sponsored educational offerings.
- There is a general confusion and a lack of understanding of the role of CHIA House of Delegates (HOD).
- CHIA members desire networking, both at the local and State level.
- While offering discounted benefits and services through the payment of dues, California is one of the few state organizations who collect separate membership dues as a requirement for holding an office, eligibility to vote and to serve on a CHIA committee with voting rights.

Of special note, the Task Force made a conscious decision mid-way through its work to separate the discussion of CHIA membership dues from the governance model development task as assigned. Continuation of State dues and the cost of dues administration would be a topic of discussion and ultimate decision by the CHIA Board of Directors. The Task Force recognizes that the continuation of State dues may influence the membership pool and may open the possibility of new members eligible for the leadership positions within each of the models.

The issue of "election" vs. "selection" of board members (a slate ballot over nominations) as well as delegate selection for the HOD in Model 1 and 3 was discussed, and it was decided that this be addressed after the governance models are discussed.

All models assume that the CHIA Executive Office will leverage existing and new technologies to enhance communication via the use of specialty communities (e.g., Privacy & Security, Coding, CDI, Compliance, Leadership, Education) Additionally the CHIA Board of Directors will evaluate the financial impact of an association structural change on the resources provided to AHIMA active-only members throughout the state of California (all 6000 members)

RECOMMENDATION:

Four models are presented, including the current model, for consideration by the CHIA House of Delegates. Review each model with the following considerations in mind:

1. Discuss the pros and cons of each model
2. Rate each model on a scale of 1 to 5 (1 being least effective; 5 being most effective)

Model #1 – Regional

General Description: CHIA would divide the State into geographic regions. Every active member would be automatically assigned to one of the geographic regions. Total geographic regions would be determined by the CHIA Board and may be either two regions (northern/southern), three regions (northern/central/southern), or five regions (TBD). CHIA would discontinue the current seven (7) Component Local Association (CLA) model in place today. CHIA regions will not have formal governance structures (an elected Board of Directors) or formal financial reporting and support.

CHIA Governance: The CHIA Board of Directors would expand from the current eight members, including the Executive Director, who serves as a resource/non-voting member and will consist of a proposed *fourteen to eighteen members* based on the number of final regions decided. The Board would consist of a president-elect, president, past-president, four directors at large, and two to four directors per each region to serve in the role of governing the association, setting strategy, and maintaining fiscal oversight and fiduciary responsibility. Terms will continue for 2 years, except for the President who will serve for 3 years, with term limits up for consideration.

Board member job descriptions will be developed to clarify the role and responsibility of the regional board member. Regional Representatives, as elected members of the CHIA BOD for education planning and logistics will also serve as liaisons to work with CHIA Executive Office to manage the in-person meetings at the regional level their region and be responsible for delegate coordination and selection of representatives for the CHIA HOD. Regional directors to the Board will have responsibility for the year-round coordination of the HOD responsibilities if year-round activities are determined.

CHIA Committees: The current CHIA Committee Structure would remain as designed today to support CHIA's strategic initiatives and implement CHIA's strategic deliverables. Committees would be "load balanced" to ensure there is representation from each of the regions. Consideration would be given to the development of specialty-specific networking at the interest groups (e.g., Privacy & Security, Coding, CDI, Compliance, Leadership, Education) similar to Communities of Practice (COP) for AHIMA to better build networking across the State.

Leadership Development: To ensure a pipeline of developing California HIM leaders, CHIA leadership roles are available through the possibility of CHIA House of Delegate participation, specialty or interest group facilitators, Task Forces as needed, the CHIA Committee nominated/appointed positions, and CHIA elected positions.

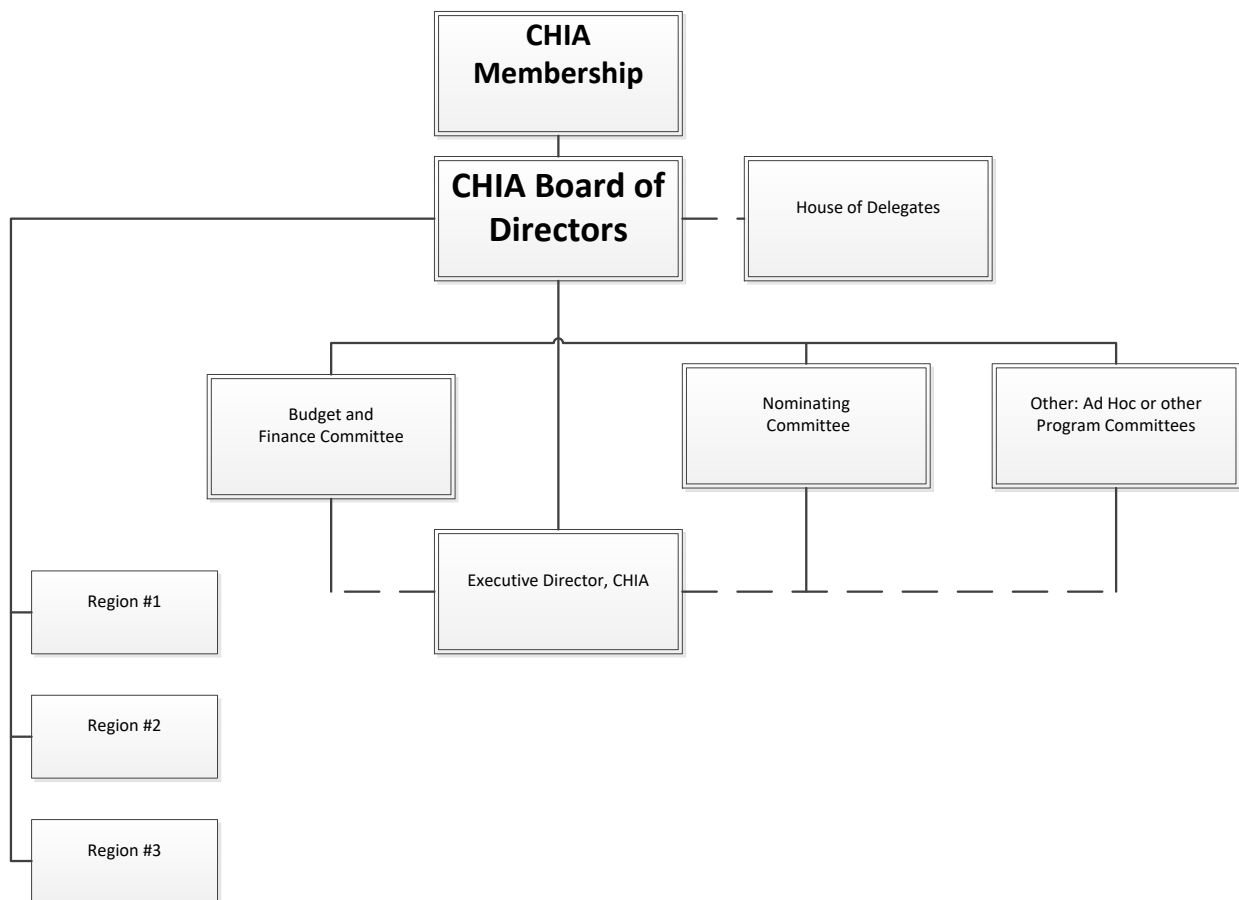
Educational Support for Members: The CHIA Executive Office would be responsible for coordination of all continuing education activities, both in-person or virtual, as driven by direction from CHIA Committee(s), strategic initiatives, and membership needs. There will be an

expansion of in-person education to all regions as fiscally prudent to enable networking at the regional level. Financial support that goes to the current CLAs will be redistributed back to CHIA Executive Office for support of educational needs for the entire membership. Regional directors on the Board will have identified duties as related to the in-person events.

House of Delegates: CHIA House of Delegates (HOD) would remain as structured today. Representation on the HOD would be proportionate to the members in the region depending on the regional model. Selection and coordination of the HOD for each region will be the responsibility of the regional director to the Board and as procedurally determined by the Board. Selection of delegates may either be selected or elected depending on the guidance from the board.

Other: Local/networking groups or “grass root” efforts may continue and may result in educational sessions at local level. These events must "register" those events with CHIA Executive Office. CHIA will not offer financial support for local networking events.

Association Structure:



Model #2 –Statewide

General Description: CHIA would govern at a state level only. CHIA would discontinue the current seven (7) Component Local Association (CLA) model in place today.

CHIA Governance: The Board would expand its members to include more Directors to account for the expansion of the membership. The Board would include the Executive Director, who serves as a non-voting resource, consist of a president-elect, president, past president and six to eight directors-at-large (compared to the four CHIA has currently) to serve in the role of governing the association, setting strategy, and maintaining fiscal oversight and fiduciary responsibility. Terms will continue for 2 years, except for Presidents who will serve for 3 years, with term limits up for consideration.

Board member descriptions will be developed to clarify the role and responsibility of the board member.

CHIA Committees: The current CHIA Committee Structure would remain as designed today to support CHIA’s strategic initiatives and implement CHIA’s strategic deliverables. Committees would be “load balanced” to ensure there is representation from each of the regions. Consideration would be given to the development of specialty-specific networking at the interest groups (e.g., Privacy & Security, Coding, CDI, Compliance, Leadership, Education) similar to Communities of Practice (COP) for AHIMA to better build networking across the State.

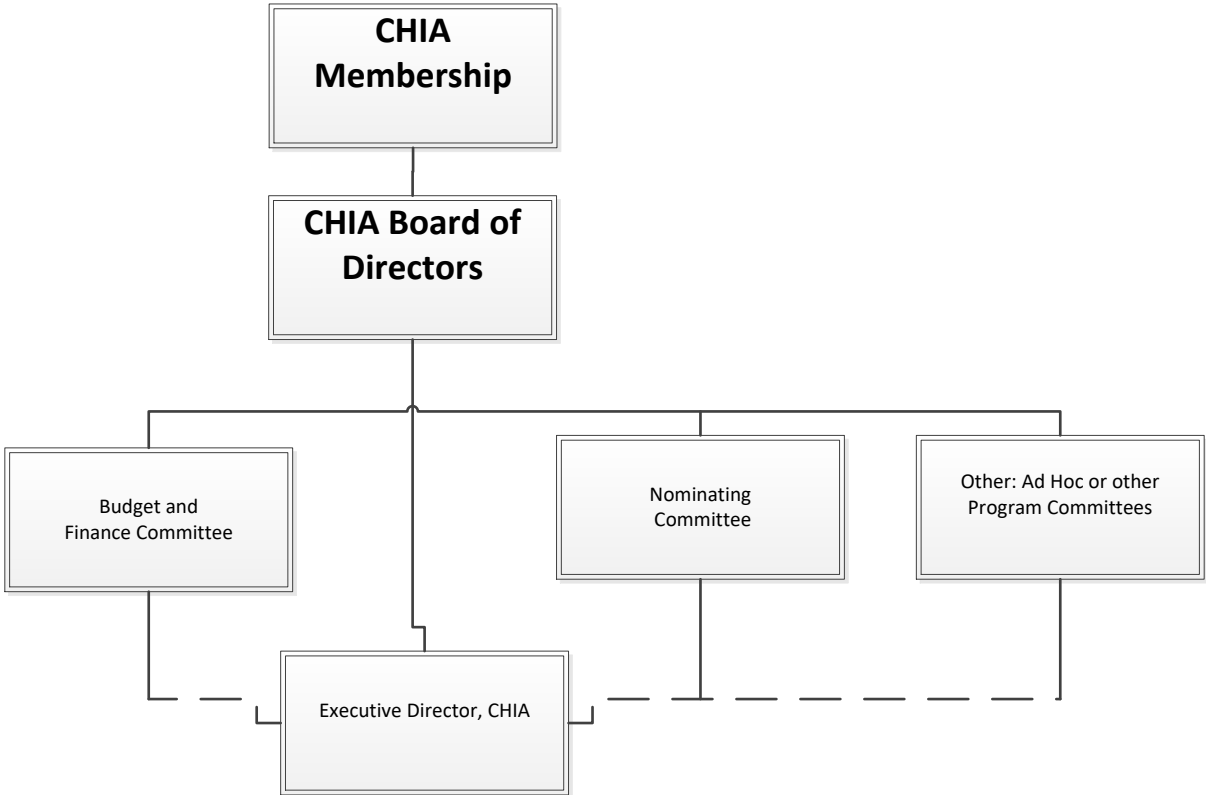
Leadership Development: To ensure a pipeline of developing California HIM leaders, CHIA leadership roles are available through the possibility of CHIA House of Delegate participation, specialty or interest group facilitators, Task Forces as needed, the CHIA Committee nominated/appointed positions, and CHIA elected positions.

Educational Support for Members: The CHIA Executive Office would be responsible for coordination of all continuing education activities, both in-person or virtual, as driven by direction from CHIA Committee(s). There will be an expansion of in-person education across the state to enable networking at a local level as fiscally prudent. Financial support that goes to the current CLAs will be redistributed back to CHIA Executive Office for support of educational needs for the entire membership.

House of Delegates: CHIA House of Delegates (HOD) would be discontinued and the annual meeting of general membership at the State convention would meet the requirements of a California 501c3 public benefit corporation.

Other: Local/networking groups or “grass root” efforts may continue and may result in educational sessions at local level. These events must be coordinated through the CHIA Executive Office to be placed on a calendar. CHIA will not offer financial support for local networking events.

Association Structure:



Model #3 – Hybrid

General Description: CHIA would divide the State into multiple geographic regions across the State. Every active member would be automatically assigned to one of the geographic regions. Total geographic regions would be determined by the CHIA Board and may be either two regions (northern/southern), three regions (northern/central/southern), or five regions (TBD). CHIA would discontinue the current seven (7) Component Local Association (CLA) model in place today. CHIA regions will not have formal governance structures or formal financial budgets.

Chapters or Component Local Associations (CLAs), should we choose to retain the legacy name, may be chartered at the request of the member groups. Chapters would be required to meet minimum requirements and perform designated responsibilities as determined by the CHIA Board to appeal and retain Chapter status. Chapters would have formal elected boards. Upon approval of a chapter, seed money (one time start-up allocation) may be provided by CHIA to initiate the chapter and all revenue from Chapter events will be distributed to the Chapter. Successful chapters *may be* provided with a flat yearly stipend by the CHIA Board as determined by the Board for chapter events. NOTE: All subject to financial analysis

Chapters may appeal to the CHIA Board to discontinue and all chapter dollars will be redirected back to the CHIA Executive Office/organization.

CHIA Governance: (Same as model #1), the Board would expand from the current eight members, including the Executive Director, who serves ex-officio to a proposed ***fourteen to eighteen members*** based on the number of final regions decided. The Board consists of the president-elect, president, past-president, four directors at large, and two to four directors per each region to serve in the role of governing the association, setting strategy, and maintaining fiscal oversight and fiduciary responsibility. Terms will continue for 2 years, except for the President who services for a term of 3 years.

Board member descriptions will be developed to clarify the role and responsibility of the regional board member. Regional Representatives, as elected members of the CHIA BOD for education planning and logistics will also serve as liaisons to work with CHIA Executive Office to manage the in-person meetings.

CHIA Committees: The current CHIA Committee Structure would remain as designed today to support CHIA's strategic initiatives and implement CHIA's strategic deliverables. Committees would be "load balanced" to ensure there is representation from each of the regions. Consideration would be given to the development of specialty-specific networking at the interest groups (e.g., Privacy & Security, Coding, CDI, Compliance, Leadership, Education) similar to Communities of Practice (COP) for AHIMA to better build networking across the State.

Leadership Development: To ensure a pipeline of developing California HIM leaders, CHIA leadership roles are available through the possibility of CHIA House of Delegate participation, specialty or interest group facilitators, Task Forces as needed, the CHIA Committee nominated/appointed positions, and CHIA elected positions.

Educational Support for Members: In general, the CHIA Executive Office would be responsible for coordination of continuing education activities, both in-person or virtual, as driven by direction from CHIA Committee(s). Educational events may be offered by Chapters. With the regional model, still in the design, expansion of in-person education as financially prudent to all regions to enable networking at the regional level. Financial support that goes to the current CLAs will be redistributed back to CHIA Executive Office for support of educational needs for the entire membership. Regional directors of the Board will have identified duties as related to the in-person events.

House of Delegates: CHIA House of Delegates (HOD) would remain as structured today. Representation on the HOD would be proportionate to the members in the region.

Other: Local/networking groups or “grass root” efforts may continue and may result in educational sessions at local level. These events must coordinate those events with CHIA Executive Office. CHIA will not offer financial support for local networking events.

Association Structure:

