

Dear Potential NAHQ Board of Director Candidate:

NAHQ's mission is advanced by strong volunteer leadership. The NAHQ Board of Directors has strategically set goals of leadership for the organization and seeks leaders who have a broad view of healthcare quality and possess strong leadership characteristics.

A position on the NAHQ Board of Directors is a three-year commitment. Immediately after being elected to office, there is an orientation period for approximately six months which includes travel to a Board of Directors meeting November 3-4, 2018. This meeting is required. The actual term is January 1, 2019 to December 31, 2021.

It is recommended before you begin information gathering and completion of sections of the application that you read through the NAHQ Conflict of Interest Disclosure Form, page 6 of the application. Certain disclosures may result in disqualification from the nominations process. Noted here are a list of positions that are considered a conflict of interest. An elected NAHQ Board Member cannot simultaneously hold any of the following positions while serving on the NAHQ Board:

- Member of a NAHQ Commission
- Member of the CPHQ Test Development Team
- Serving on the Board of an external organizations, i.e., NPSF, AHIMA, ASHRM, AHA, etc.
- NAHQ Instructor

If a candidate currently holds any of the above mentioned positions, she or he must state her or his willingness to resign from this position upon election to the NAHQ Board of Directors.

Should you decide to apply for the open Board of Director position visit <http://nahq.org/about/association-leadership> to view the full position description.

All documents, affixed with information, dates and signatures, for the completed application must be electronically submitted to elections@nahq.org, Attention: Nominations Team by July 30, 2018. See the below Checklist for Completion of NAHQ BOD Candidate Application to assist you.

The candidate application you submit will **not** be revised by NAHQ staff in any manner; it will be reproduced for the slate exactly as submitted.

Please be aware that applications that do not adhere to the election regulations will not be accepted. If you have questions regarding submitting, please contact Juliana at jfishleigh@nahq.org.

Sincerely,

Michael Greer, MHA, RN, CPHQ, CJCP
Nominations Team Chair

NAHQ Board of Directors Candidate Application COMPLETION CHECKLIST

#	NAHQ BOD Candidate Application Component	Page #	Complete Y/N
	NAHQ BOD Candidate Application Completion Checklist	cover	
I.	Candidate Identification – Position sought; name, contact information	1	
II.	Resume – Provide your resume	2	
III.	Photograph- Send a color head shot in .jpg format	2	
IV.	Principles of NAHQ Leadership Narrative – Write four statements	3	
V.	NAHQ Vision and Mission – Write a paragraph	4	
VI.	Board Competencies- Write two statements	4-5	
VII.	References – Three required	5	
VIII.	Conflict of Interest Disclosure Form- Sign and Date form	6	
IX.	Campaign Policy and Procedure – Read the policy and procedure	7-8	
X.	Campaign Policy and Confidentiality of Election Proceedings Acknowledgement Form – Sign and Date Acknowledgement	8	
XI.	After Application Submission	8	
	All forms, including reference letters must be submitted to elections@NAHQ.org no later than July 30, 2018 , to be considered for BOD Candidate positions. Please clearly label additional attachments with section numbers.		

NAHQ BOARD OF DIRECTORS CANDIDATE 2018 APPLICATION

I, _____, am seeking the office of

Position	Approximate Travel Commitment
<input type="checkbox"/> President-Elect	3 board meetings, 2 commission meetings, 2-4 relationship building meetings, 2 face-to-face meetings with CEO/ED and other leadership. Each meeting is 1-3 days in length.
<input type="checkbox"/> Director-at-Large	3 board meetings. Each meeting is 1-3 days in length.

By applying I agree and understand the time commitment. My employer is aware I am seeking this position and supports my involvement.

I. CANDIDATE IDENTIFICATION (Please print or electronically key in)

Candidate Name: _____
 First name Middle name Last name

Current Certified Professional in Healthcare Quality (CPHQ) Yes No

Date of Next Renewal for CPHQ _____

Current NAHQ Fellow Yes No

Actively Working Toward NAHQ Fellowship Yes No

Candidate Credentials

Educational Degrees/Certifications Acronym	Spell out acronym in words
<i>Example: MSN</i>	<i>Masters in Nursing</i>

Address: _____

City: _____ State: _____ Zip Code: _____

Home Phone: _____ Mobile Phone: _____ Work Phone: _____

E-Mail: _____ Time Zone: _____

II. RESUME

Include a copy of your current resume or CV that includes but is not limited to:

- Volunteer Service (NAHQ, local, other healthcare associations)
 - Please contact Juliana, jfishleigh@nahq.org, for a summary of your NAHQ volunteer history
- Job-Related Leadership Roles
- Lectures/Presentations/Public Speaking
- Mentorship
- Published Works

III. PHOTOGRAPH Professional color headshot in .JPG format

Send a color photograph (head shot) of yourself with this application for use in the election. This may be published in the NAHQ e-News or on the website along with your application information.

IV. PRINCIPLES OF NAHQ LEADERSHIP NARRATIVE - Submit individual statements of 250 words or less in paragraph style in the order specified.

- A. Statement I. Select two of the NAHQ Leadership Principles that most closely match your leadership skills at this time. Describe how you embody those principles in your work and professional life and provide examples.
- B. Statement II. Select two of the NAHQ Leadership Principles that least closely match your leadership skills at this time. Explain them from the perspective of your work and professional life. Describe how you plan to address the principles least closely matched in the next year.

NAHQ Leadership Principles

PRINCIPLES OF LEADERSHIP & OBJECTIVE STATEMENTS	INDICATORS
<p>Constructive Relationships <i>Maintains constructive relationships with others and recognizes the interdependence between the board, teams, and individual members, certificants and constituents; Exhibits trust in others; Communicates with candor, respect and honesty.</i></p>	<p>Treats others with respect even when there are disagreements; Offers criticism or suggestions for improvement in a mature, non-confrontational manner; Builds and maintains professional contacts and networks.</p>
<p>Mission Driven <i>Views the concepts of mission, vision and core values as crucial forces that drive daily decisions, not as word products that are periodically revised. The leader works with others to stretch beyond the mundane to craft a compelling vision that builds synergy and passion, and which guides each decision that is made.</i></p>	<p>Asks if a proposed initiative or project advances the mission; Personally demonstrates NAHQ core values; Understands how NAHQ could contribute to the constantly evolving arena of quality improvement.</p>
<p>Strategic Thinking <i>Challenges him/herself and others to think strategically. Pushes for the alignment of agendas and goals with strategic priorities that will advance the association's journey towards greatness.</i></p>	<p>Delegates tactics to an operational group and/or staff; Demonstrates willingness to question activities that may not be in alignment with plan; Generates ideas as opposed to focusing on tasks; Sees things from a systems perspective, not silo perspective; Demonstrates ability to focus rather than keep everyone happy.</p>
<p>Passion and Vigor <i>Enthusiastically supports the association's mission and vision; Works with others to implement strategic plan; Welcomes diversity in membership and thought; Able to balance personal and professional activities.</i></p>	<p>Demonstrates enthusiasm for NAHQ's future with all types of audiences; Readily speaks in favor of NAHQ positions and policies with various groups; Seeks out opportunities to welcome diverse stakeholders.</p>
<p>Culture of Inquiry <i>Evaluates information with a critical eye; Asks questions; Challenges conclusions not based on sound analysis; Asks for and values qualitative as well as quantitative information.</i></p>	<p>Respectfully voices concerns with recommendations that are not based on qualitative or quantitative information; Asks thought-provoking questions which challenge assumptions; Gives examples of how changes in healthcare affect the profession and NAHQ.</p>
<p>Association Mindfulness <i>Is constantly aware of his/her own potential conflicts of interest; Keeps the interests of the association above anything else; Does not allow him/herself to be unduly influenced by stirrings of loyalty to people, products or programmatic functions.</i></p>	<p>Not hesitant to disclose membership or leadership positions in other potentially competing organizations; Proactively questions his/her own attachments to NAHQ programs; Demonstrates resilience in ability to handle multiple evolving projects and still maintain passion.</p>
<p>Ethos of Transparency <i>Advocates that members, teams and other stakeholders have access to appropriate and accurate information regarding finances, operations and results; Ensures that all decision makers have the information needed to make sound decisions.</i></p>	<p>Demonstrates the ability to balance the need for information with temptation to micromanage when specific detail is provided in the interests of transparency; Respectfully asks questions about finances, operations and results.</p>
<p>Integrity <i>Promotes strong ethical values and holds themselves and others accountable for acting with integrity; Understands the importance of meeting deadlines and responsibilities; Establishes and/or supports mechanisms for oversight to assure optimal accountability for and control over the association's resources.</i></p>	<p>Responds positively when asked to participate in surveys, interviews, or discussions about board performance; Meets deadlines and other board commitments; Fosters an environment in which oversight of resources is supported, yet does not micromanage.</p>
<p>Sustaining Resources <i>Prioritizing resources in keeping with the association's mission, vision and strategic plan; Uses proven means as well as innovative solutions, partnerships and other approaches to overcome potential resource limitations and gaps.</i></p>	<p>Supports the advantages of partnering with others to achieve a goal that couldn't be achieved by NAHQ alone; Demonstrates the ability to think creatively about new revenue sources; Seeks solutions to overcome resource limitations.</p>
<p>Results-Oriented <i>Collaborates with others to develop performance measures that adequately evaluate the progress of teams, projects and the association as a whole; Assesses efficiency, effectiveness, impact and quality; Uses benchmark and/or historical data as an aid to evaluate performance; Supports changes in organizational direction.</i></p>	<p>Asks for performance indicators in relation to strategic and operational plans; Demonstrates an understanding of the value of benchmarking; Open to new approaches to achieve results.</p>

<p>Continuous Learning <i>Evaluates his/her own performance and contributions to the association and profession; Stays abreast of current developments in the field; Seeks ongoing education; Actively contributes to the profession's body of knowledge; Listens intently to and learns from the ideas of others.</i></p>	<p>Voices appreciation for the perspectives of others; Seeks out opportunities for personal development of all types; Contributes to board discussion by informing colleagues of changing healthcare environment and impact on NAHQ; Learns from the ideas of others, including ways to create synergy with other active teams or initiatives.</p>
<p>Forward Thinking <i>Understands that organizations are living entities that must continuously adapt and change in order to remain viable over time. Embraces positive change, mentors others, encourages future leaders to take advantage of leadership development opportunities; Respects the good-faith decision made by other leaders.</i></p>	<p>Identifies and mentors upcoming potential leaders; Embraces a willingness to explore new ideas rather than solely identifying the difficulties of change; Assimilates information from seemingly unrelated sources; Sees the bigger picture.</p>

V. NAHQ VISION AND MISSION

Using the NAHQ vision and mission, in 100 words or less, express the vision you have for NAHQ related to the leadership role for which you are applying.

NAHQ Vision

The Healthcare Quality Profession is recognized and valued as essential.

NAHQ Mission

Prepare a coordinated, competent workforce to lead and advance healthcare quality across the continuum of healthcare.

VI. BOARD COMPETENCIES - Submit individual statements, based on the competencies below, of 250 words or less in paragraph style in the order specified.

- A. Statement I. Select one of the Competencies that you excel in. Describe how you embody that competency and how it will benefit NAHQ.
- B. Statement II. Select one of the Competencies that least closely matches your skill set at this time. Describe how you plan to address this next year.

Board Competencies

Broad Experience in Quality

NAHQ represents a diverse group of individuals who identify themselves as quality professionals. Along with the traditional members with acute care nursing practice background, increasingly, NAHQ is representing members across the continuum of care and those members are matriculating from different career paths.

NAHQ will be best served by a board member who understands and has experienced the implications of the broad trends in healthcare and quality. Ideally, the candidate will have responsibly for the cross functional areas within quality. She/He will have experienced the shift from volume to value and have been a supportive leader to her/his organization in that pursuit. NAHQ will be served by a leader who can connect environmental changes to the membership constituent shifts and the changing career and educational needs of our current and potential members.

Experience in Leadership

NAHQ is at the beginning phases of developing and implementing a growth plan for the organization. To serve a growing profession, NAHQ needs to invest time, attention and financial resources in governance structure, staff support, product development and technical infrastructure to support these efforts. The board directs the mission-related activities of the organization and the Executive Director runs the business of the association.

NAHQ will best be served by an individual who has held significant leadership positions for large functional areas in her/his work life (and therefore appreciates the complexities, dependencies, challenges and opportunities of a growing and changing organization). Experience in leading amidst ambiguity, making tough decisions and being a change management champion are important.

Experience in Management

As NAHQ grows, so too does its human infrastructure. NAHQ is in the process of developing a stronger governance structure that both encourages more engagement with strategic teams, and also empowers those teams to innovate. This more vertical committee structure will offer more opportunities for team leaders to lead and it will allow the board and particularly the president to set clear expectations, delegate and manage volunteer peers.

NAHQ will best be served by an individual who can clearly envision and define expectations for teams and who is comfortable delegating, coaching and managing peers to achieve NAHQ mission- based and financial objectives.

Diplomacy

Organizational change is exciting and challenging and with the change, comes a need for diplomacy. NAHQ has a committed group of past and current volunteers and leaders who would be served by a leader who engages with them in a way that helps them move in new directions. Also, as NAHQ stakes claim to the future competencies, NAHQ will have more opportunity for overlap with other healthcare organizations. NAHQ will have new opportunities to develop coalitions and partnerships, and that should be balanced with the business and political realities that emerge with partnership.

NAHQ will best be served by a resilient and optimistic leader who takes time to explain a new direction and rationale for them. The individual will willingly step into any vacant space to fill a knowledge or information gap. Additionally, when interacting with those outside of the membership, NAHQ will be served by a leader who is active and articulate in strategic dialog with healthcare organizations, and who is comfortable making decisions about when to collaborate and when to compete.

Public Speaking and Presence

As NAHQ takes a more assertive role in the profession of healthcare quality, there will be more speaking opportunities. At a minimum, the president will preside over the annual conference or other annual meetings, will be responsible for clearly explaining NAHQ's path forward and will energize the membership to be active and engaged. Very likely, the president and other board members will also be asked to speak in other national formats about the future direction of the profession. This could occur via media interviews, invitations to speak at healthcare meetings and possibly legislative formats.

NAHQ will best be served by an individual who is an articulate and compelling presenter in both large and small formats and who is physically available to present in such settings, sometimes with little notice.

Note: Competencies are evaluated annually to ensure alignment with NAHQ's strategic direction.

VII. REFERENCES

Letters of reference are the responsibility of the applicant. Letters should be submitted by the designated reference directly to elections@nahq.org. Be sure to inform the reference to provide your name and the position you are seeking in his/her reference letter.

You must submit a total of **three references**. Each reference must provide examples of how you demonstrates strengths in the **Principles of NAHQ Leadership or Board Competencies**. NAHQ board members are prohibited from providing references to potential candidates.

- 1) One reference from a NAHQ volunteer colleague.
- 2) One reference from a non-NAHQ professional reference, such as work or another professional organization, where the candidate has worked on projects or activities that demonstrate her/his leadership skills in moving the work of the organization forward.
- 3) One reference from a supervisor that outlines her/his support of the candidate's time commitment to NAHQ.

VIII. NAHQ CONFLICT OF INTEREST DISCLOSURE FORM

Complete the Conflict of Interest Disclosure Form with any potential or perceived conflicts with your service on the Board.

Conflict of Interest Disclosure Form

Answer the following questions or provide substantially the same information in some other form, e.g. by attaching your CV. If you have no information to list, answer "None."

1. BUSINESS INTERESTS

- a. Any employment or consulting arrangements that are current, proposed, or occurred within the previous three (3) years, that reasonably involve the interests of NAHQ.
 - b. Any honoraria or payments received for presentations, speeches or appearances that are current, proposed or occurred within the previous three (3) years, that reasonably involve the interests of NAHQ and are or were more than \$5,000.00 per year or \$10,000.00 over a three-year period.
-

2. FINANCIAL INTERESTS

- a. Any material ownership interests in a commercial entity that reasonably may be anticipated to conflict with the interests of NAHQ. Do not report dollar amounts or percentages.
-

- b. Any research funding that you are about to receive or have received within the past three (3) years and that you know has been received, or is about to be received, by others at your institution(s), which reasonably may be anticipated to conflict with the interests of NAHQ.
-

- c. Any travel grants you have received within the past year.
-

- d. Any personal gifts, discounts or free use of materials or equipment provided by a healthcare quality-related business valued at \$250 or more that you have received or expect to receive.
-

3. ORGANIZATIONAL INTERESTS AND AFFILIATIONS/POSITIONS

- a. Any positions currently held or sought in NAHQ.
-

- b. Any positions held or sought within a state healthcare association.
-

- c. Any leadership role in, or other relationship with, another commercial or volunteer organization or entity directly or indirectly related to NAHQ or in the field of healthcare quality.
-

Please list any other personal or professional position(s) or interest(s) you currently or are about to hold, or activities in which you are or are about to be engaged, which reasonably may affect your ability to be objective in the proceedings of NAHQ's Board activities or interests of NAHQ.

If you are unsure of a potential conflict, please disclose.

I affirm that the above are all my (including anyone with whom I directly share income) material business, financial and organizational interests and affiliations which are or could be construed to be reasonably related to the interests, activities and programs of NAHQ or healthcare quality. I represent that I have read, understand and agree to the terms of the NAHQ Conflict of Interest Disclosure. I further represent that, to the best of my knowledge and belief, the information reported above is complete and accurate.

Printed Name _____

Signature: _____ Date: _____

IX. CAMPAIGN AND CONFIDENTIALITY ACKNOWLEDGEMENT

Read the Campaign Policy and Procedure. Then, sign and date the Acknowledgement of Campaign Policy and Confidentiality of Election Proceedings.

Campaign Policy and Procedure

Campaigning is defined as participating or intervening in any political campaign on behalf of, or in opposition to, any candidate for a NAHQ elected office.

Information about each candidate will be published on the NAHQ website, or other NAHQ approved media, e.g., NAHQ e-News, in support of the election. Materials will be reproduced exactly from the application statements submitted by each candidate. There may be an exception if NAHQ determines there is material deemed to be outside the scope of the application or election process. Beyond publication on the NAHQ website or other approved media, NAHQ does not permit any type of campaign activities, including but not limited to: distribution of literature, mailings, sign postings, social media posts, public speeches, advertising, e-mails, phone solicitation, articles or editorials in any publication intended to promote an individual's candidacy for office.

A candidate shall not engage in campaigning or endorse or condone any campaigning activities.

Procedures

1. All candidates for NAHQ office will receive the NAHQ Campaign Policy which includes the prohibition on campaigning. The form must be signed and returned to the NAHQ National Office. Failure to sign and return the form within the designated timeframe will result in disqualification from the election process.
2. Any questions regarding NAHQ elections and practices should be directed to the Nominations Team, in care of the NAHQ National Office staff. Reports of suspected violations will be addressed on a case-by-case basis.
3. Any complaints about campaign practices must be communicated in writing and submitted to the Nominations Team Chair in care of the NAHQ National Office. Email is considered an acceptable form of written communication. Anonymous complaints will not be accepted. The Nominations Team Chair will advise the Nominations Team of the complaint, and the Nominations Team may request additional information from the complainant as it deems necessary.
4. The candidate will be notified by the Nominations Team Leader in writing, with proof of delivery, that a complaint has been lodged against him or her, and that an investigation will be conducted by the Nominations Team. The candidate may be given details of the reasons for the complaint, but will not be told the names of any individuals lodged or confirmed the complaint, except to the extent their identities are essential to the investigation of the facts. The Nominations Team Chair will advise the candidate that any response to the charges should be submitted to the Team in writing within five business days of the candidate's receipt of written notice of the complaint. If the candidate does not submit a response, staff will advise the candidate in writing that he or she was given an opportunity to respond and no response was received.
5. The Team Chair will work with the Nominations Team to investigate the claim, and then arrange a conference call meeting with the Team to be held within a reasonable time frame of receiving the complaint. In investigating the claim, the Team should, when possible, seek concrete evidence, such as, emails or letters, supporting the complaint. If the campaign consists of phone calls, the Team should seek corroboration from two or more members to verify the claim. The candidate has the burden to show whether the campaign activities were conducted

without the candidate's knowledge or approval. If the Team determines that a violation of the policy has occurred, the Team may take any action it deems appropriate up to and including removing the candidate's name from the election process. The decision of the Nominations Team will be final.

6. The Nominations shall have the authority to remove a candidate from the slate or void a candidate's election as a result of violation of the above campaign guidelines. The Team Chair will notify the NAHQ President and NAHQ Executive Director of the Team's decision.
7. The Team Chair will notify the candidate of the Nominations Team's decision in writing within a reasonable time frame, with proof of delivery, of the Team's decision. If the candidate requests to appeal an adverse decision, NAHQ will convene an ad hoc appeals panel to consider the appeal.
8. The Nominations Team shall notify the complainant and the candidate of the outcome of the investigation within a reasonable time frame after the conclusion of the investigative process.
9. At the discretion of a subsequent Nominations Team, a candidate removed from a slate in a prior election may be ineligible for nomination in any future election.

**National Association for Healthcare Quality Candidate Campaign and Confidentiality of Election Proceedings
Acknowledgement Form**

X. ACKNOWLEDGEMENT

I have received, read, understand and agree to abide by NAHQ's Campaign Policy. I understand that proceedings surrounding the preparation of the NAHQ slate of candidates and election results for Board of Director Service are confidential. I take this matter seriously and will hold confidential all information surrounding the election proceedings.

Printed Name

Signature

Date

XI. AFTER APPLICATION SUBMISSION

Telephone interviews will be conducted for select candidates after Individual candidate applications are reviewed and vetted by the Nominations Team. **The interviews will occur in August 2018.**

Recommendations for the slate will be based on a combination of application documents requested and the candidate interviews. Candidates will be notified promptly. If selected for the ballot, you will be asked to prepare a candidate statement that will be included with an overview of your NAHQ and professional activities.

NAHQ conducts the selection of candidates for Board of Director positions based on the readiness of the person to lead within the constructs of the NAHQ mission, vision and values, strategic pillars, Leadership Principles and the development of the individuals as assessed by the Nominations Team. Applicants and selected candidates, by NAHQ policy, do not campaign for a position on the Board of Directors.