



POLICY/PROCEDURE INDEX

<u>Title</u>	<u>Page</u>
Fiscal Policy Statement (M-001).....	2
MSHRM Investment Policy (M-001a)	3
Awards Recognition (M-002)	4
Speaker Reimbursement (M-003)	6
Expense Reimbursement (M-004).....	8
Directory Distribution (M-005).....	9
Guest/Non-Member Registration Refund (M-006)	10
Co-Sponsoring of Education Programs (M-007)	11
Nominations and Elections (M-008).....	13
New Member Processing (M-009)	15
Membership Renewal Drive (M-010)	17
Committees, Members' Duties (M-011)	18
Communication to ASHRM (M-012)	20
Indemnification for Board of Directors (M-013)	21
Records Retention (M-014)	23
Distinguished Service Award (M-015)	24
Solicitation of Sponsors (M-016).....	25
Review of Policies, Procedures and Bylaws (M-017)	26
Financial Review (M-018).....	27
Amicus Curiae Briefs (M-019).....	29
Scholarship Program (M-020).....	30
Hardship Assistance Program (M-021).....	32
Exhibit A: R. Paul Venzke Award.....	34
Exhibit B: MSHRM Expense Report	42
Exhibit C: MSHRM Board Nominations	43
Archived Policy/Procedure Index.....	45

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY / PROCEDURE**

M – 001

TITLE: FISCAL POLICY STATEMENT

POLICY:

The Michigan Society of Healthcare Risk Management adopts the following fiscal guidelines.

1. Membership dues will be used to support the mission and purpose of the Society. Those fees will cover the cost of education programs, membership activities, and support services, which enable the Society to function as approved by the Board of Directors.
2. Contributions to the Society will be used to enhance the affordability of the annual educational meeting for the members (i.e., to provide meals and refreshment breaks, encourage attendance in the form of receptions/network events, and/or supply meeting souvenirs/promotional items).
3. The President, in conjunction with the Sponsorship Committee, will assign sponsorship or co-sponsorship of events for contributors with first-come, first-serve consideration of their request for specific events. Contributions may also be applied to the general annual conference fund. Acknowledgement of contributors will occur at the events and on the MSHRM Website.
4. The Board will strive to ensure that a minimum balance of \$20,000 will be carried over from one fiscal year to another.
5. MSHRM operates on a cash basis and all outstanding expenses must be submitted by June 30th whenever possible.

Initial Effective Date: 01/12/94

Revision Dates: 07/99, 01/02, 05/06, 07/06, 10/15, 05/22, 05/23

MSHRM – Policy/Procedure – Fiscal Policy Statement – 001

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY / PROCEDURE**

M – 001a

TITLE: MSHRM INVESTMENT POLICY

POLICY:

The purpose of this investment policy statement is to outline the Michigan Society of Healthcare Risk Management (MSHRM) investment approach in a manner which will (1) protect and maximize total returns; (2) minimize the level of risk to preserve existing funds; and (3) ensure future cash flow requirements are met for MSHRM in its mission, on behalf of its members, of promoting patient safety and healthcare delivery risk reductions.

PROCEDURES:

The funds subject to this policy will be those that are surplus beyond the level of funds usually required to support the organization's ongoing annual activities.

Investment decisions by the Board will be based upon recommendations made by the Treasurer beginning October 1st of each year. The Board, in its discretion, may authorize the Treasurer to retain on its behalf, an appropriately accredited financial adviser to provide a third-party assessment of investment options in light of the changing investment environment. Financial performance of the MSHRM investment portfolio will be an annual agenda item for review by the Board at its meeting in conjunction with the annual meeting.

Funds allocation among various options should be based on a sound, diversified portfolio affording maximum gain and minimum loss. The Board can rebalance this allocation to maximize return and/or protect existing funds. Invested funds will be provided through quality highly rated investment alternatives based a rating of A or higher from one or more of the ratings organizations (i.e., AM Best, Fitch, Standard & Poor, Moody), to be professionally managed and capable of re-balancing on a timely basis.

Initial Effective Date: 1/18/05

Revision Date: 10/17, 05/22

MSHRM – Policy/Procedure – Investment Policy – 001a

MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT POLICY/PROCEDURE

M – 002

TITLE: AWARDS RECOGNITION

POLICY: The Michigan Society of Healthcare Risk Management recognizes the contribution of members and presenters of educational programs according to the following guidelines.

PROCEDURE: The Awards Committee is chaired by the immediate past President and will be comprised of an odd number of members selected from COPPS and previous Venzke Award recipients.

The Board will coordinate with the Chapter Assistant to obtain awards (or identify recipients) for the following:

1. R. Paul Venzke Award:

The Awards Committee is responsible for coordinating with the Chapter Assistant to identify the R. Paul Venzke Award recipient for outstanding achievement in Risk Management to be presented at the annual conference.

Eligibility for the Venzke Award includes the following criteria:

1. Actively engaged in the performance of healthcare risk management;
2. A member of MSHRM;
3. Employed in Michigan as a risk management/patient safety professional;
4. Able to describe their service to MSHRM (i.e., committee member, presenter, board member, etc.).

The Awards Committee Chair will coordinate with the Chapter Assistant to ensure letter and an email blast are sent to CEOs and the MSHRM membership requesting nominations for this prestigious award.

The Awards committee will review the completed nominee packets and score responses for each nominee based on the scoring guidelines.

Please see sample nomination letter, nomination form, and Venzke Scoring Worksheet attached as Exhibit A to this Policies and Procedures document.

2. Awards

The Awards Chair will contact the Chapter Assistant to ensure the following awards are ordered:

- a. Plaque for outgoing President
- b. Plaques for Education Committee Co-Chairs
- c. Recognition items for outgoing Board members.

3. Greatest Risk Management Story:

Entries are sought from the membership annually. Submitted stories are judged by the Board based on the best reflection of the humor that can be gleaned from the unique cases facing the healthcare risk manager. The

Board will choose the top three (3) stories which will be voted on by the membership at the Business Meeting held during the Annual Meeting to determine the winner.

4. Speaker acknowledgement (when an honorarium is not paid):

Acknowledgement of presenters/speakers will be accomplished by presenting an appropriate MSHRM gift or a gift card if an honorarium is not given. Determination and ordering of the item will be the responsibility of the Education Chair(s). Presentation of the item and thank-you letter with summary of the evaluation pertinent to the presenter will be the responsibility of the Education Committee.

Note: See the Policy M-019 for details about the Distinguished Service Award.

Initial Effective Date:01/12/94

Revision Dates: 09/99, 01/02, 05/06, 08/07, 09/09, 02/10, 09/11, 01/14, 10/17, 05/23

Attachments as Exhibit A: R. Paul Venzke Award

MSHRM – Policy/Procedure – Awards Recognition – 002

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 003

TITLE: SPEAKER REIMBURSEMENT

POLICY: Michigan Society of Healthcare Risk Management will reimburse speakers for reasonable expenses on an individual basis.

PROCEDURE:

Reimbursable:

1. Speakers' fees are negotiated on an individual basis.
2. One night's lodging in a standard room for speakers at the MSHRM annual meeting will be approved for payment on the master bill. An additional night of lodging may be reimbursed on a case-by-case basis.
3. Speakers will be invited to the meal events associated with the meeting.
4. Meals outside of MSHRM events will be approved prior to the meeting by the Education Committee and are reimbursable at the AHA/ASHRM rates for meals, including tips, at the lower of actual cost or the following guidelines:
 - a. \$25 – breakfast
 - b. \$30 – lunch
 - c. \$60 – dinner

Actual travel expenses are submitted and approved for payment by the Education Committee, upon submission of the MSHRM expense report (Exhibit B) and corresponding receipts:

- a) Air travel, if necessary, at the most economical fare reasonably available and may include fee for a maximum of one checked bag. Flights should be booked as early as possible to secure best fares available and approval shall be obtained from the Education Committee Chair. Pre-approval by the Education Committee is required for any airfare over \$600
- b) Mileage is paid at the current accepted IRS rate for personal car use. Car rental must be authorized by the Education Committee.
- c) Basic airport transportation.

The following are not reimbursable:

- a) First class airfare.
- b) Luxury or SUV rental.

- c) Alternative lodging. If lodging other than the designated facility is selected, reimbursement is made only up to the rate charged by the designated facility.
- d) Any extension of stay at the meeting site or travel to other locations for personal reasons.
- e) Expenses of guest of the speaker.
- f) Entertainment and alcoholic beverage expenses.

Initial Effective Date: 10/05/93

Revision Dates: 07/99, 01/02, 5/05, 2/06, 09/07, 01/14, 10/15, 10/17, 05/22, 05/23

MSHRM – Policy/Procedure – Speaker Reimbursement - 003

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 004

TITLE: EXPENSE REIMBURSEMENT

POLICY: The Michigan Society of Healthcare Risk Management reimburses personal expenses of Board members in the following circumstances.

1. MSHRM will pay the registration fee and meeting expenses for the President (or other current officer, if the President is unable to attend) and one Education Committee Chairperson to attend the annual meeting of the American Society for Healthcare Risk Management. Reimbursement will be made upon submission of the MSHRM expense report (Exhibit B) and corresponding receipts and will include: the full conference fee, airfare at the most economical rate, lowest rate lodging at the conference facility, mileage at the current IRS rate for personal vehicles, other transportation costs (taxi/parking), and meals, including tips, at the lower of actual cost or the following maximum guidelines, in accordance with AHA/ASHRM rates:
 - a. \$25 – breakfast
 - b. \$30 – lunch
 - c. \$60 – dinner
2. MSHRM will pay the lodging expenses for two nights for the President and Education Committee Chair(s) at the MSHRM Annual Meeting. Mileage is not reimbursable.
3. MSHRM will pay for lunch at any in-person Board meetings for all attendees.
4. Out-of-pocket expenses incurred by MSHRM members for MSHRM business will be approved by the President for reimbursement upon submission of MSHRM expense report (Exhibit B) and corresponding receipts and with prior approval. Reimbursement will exclude alcoholic beverages.

Initial Effective Date: 10/05/93

Revision Dates: 07/99, 01/02, 03/04, 01/05, 05/05, 2/07, 09/07, 05/10, 09/11, 01/14, 10/15, 10/17, 05/22, 05/23

MSHRM – Policy/Procedure – Expense Reimbursement – 004

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 005

TITLE: DIRECTORY AND MEETING ATTENDEE LISTS DISTRIBUTION

POLICY:

Each Active and Emeritus member of the Society in good standing will be granted access to the membership directory on the MSHRM website.

PROCEDURE:

The directory and meeting attendee lists are for individual use only. Any other use of the directory and meeting attendee lists, without express consent of the Board of Directors, is strictly prohibited.

Upon approval of the Board, the membership list may be released to requesting parties without cost to MSHRM. Release of membership and/or meeting attendee lists will be limited to outside educational programs and opportunities of interest to MSHRM membership at the discretion of the Board.

At the time of registration, all meeting attendees will be given the option to be included in or to opt out of being included in a meeting attendee list.

Approval or denial for the listings will be communicated to the interested party by the President. If approved, the President will authorize a copy of the most current listing to be forwarded to the requesting party.

Initial Effective Date: 01/94

Revision Dates: 07/99 01/02, 09/07, 01/14, 05/22

MSHRM – Policy/Procedure – Directory Distribution – 005

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 006

TITLE: GUEST/NON-MEMBER REGISTRATION REFUND

POLICY:

Fees or funds submitted by guests and non-members may be refunded only as follows.

PROCEDURE:

Registration fees and other fees submitted by non-members and guests for programs or events sponsored by MSHRM will not be refunded.

Refunds are allowed only when non-members have submitted prepaid dues along with a membership application which is thereafter denied by the Board of Directors.

Initial Effective Date: 07/99

Revision Dates: 07/99; 02/02; 9/07

MSHRM – Policy/Procedure – Guest/Non-Member Registration Refund – 006

MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT POLICY/PROCEDURE

M – 007

TITLE: JOINT PROVIDERSHIP OF EDUCATIONAL PROGRAMS

POLICY:

To provide guidance to the Michigan Society of Healthcare Risk Management Board of Directors and Education Committee in determining appropriate organizations to jointly provide educational programs with MSHRM.

A primary mission of MSHRM is to provide interesting and relevant educational programs to its members in order to advance the goals of healthcare risk management. To further this mission, MSHRM may, on certain occasions, agree to jointly provide an educational event with another organization. This policy will delineate the criteria, process, and other issues which the MSHRM Board of Directors and Education Committee will review prior to approving a jointly provided educational event.

PROCEDURE:

Criteria

- (1) In the event continuing education credits (CE's) are to be provided by participation in the event/program, both the joint provider and the event/program must comply with all requirements set forth by the entity that is granting the CE credits. The Education Committee will be responsible for the evaluation and determination of the requirements and the joint provider's ability to meet the requirements of the event/program. The Education Committee will provide the Board with a report of its initial findings related to compliance for the CE credits and will monitor the event/program on behalf of the Board.
- (2) Any educational joint providership will meet, at minimum, the following criteria:
 - An educational purpose
 - Furtherance of the goals of healthcare risk management
 - Support of the goals and mission of MSHRM
 - Appropriate endorsement and/or participation by a MSHRM member
 - MSHRM Board approval

Screening Process

The proposed joint provider will prepare and submit a proposal to the Education Committee. The Education Committee will review the proposal and provide its recommendation to the MSHRM Board for consideration. The MSHRM Board will make the final determination regarding whether to approve the jointly provided event.

Budget

If the MSHRM Board of Directors approves a jointly provided program, it will, at its discretion, budget the necessary funds to promote the event. Such budgeted funds may be used to underwrite the cost of the program at the discretion of the Education Committee and the Board.

List of Potential Joint Providers

Joint providers may be insurance companies, law firms, healthcare entities, academic institutions, professional associations, management consultants, and any individual who meets the criteria delineated in “Criteria” above.

Approval of All Written Materials

Prior to the distribution of any written materials (e.g., brochures, promotional materials, and education handouts), the MSHRM Board of Directors will review and approve such materials. The Board of Directors may also, at its discretion, request to review the attendance roster at the jointly provided event.

Distribution of Membership Listing

If approved, the President will authorize the most current listing to be forwarded to the requesting party. See policy/procedure #M-005.

Initial Effective Date: 01/98

Revision Dates: 07/99, 01/02, 05/06, 09/07, 09/11, 10/15, 10/17

MSHRM – Policy/Procedure – Joint Providership of Educational Programs – 007

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 008

TITLE: NOMINATIONS and ELECTIONS

POLICY: Nomination and election of officers and directors will follow guidelines outlined below in order to ensure qualified candidates are selected for leadership roles in MSHRM.

Terms of office:

- The President-Elect shall be elected annually by a vote of the active members and shall serve a 2-year term: one year as President-Elect and the following year as President, each year beginning July 1st and ending June 30th.
- The Secretary shall be elected for a two-year term.
- The Treasurer shall be appointed by the Board to serve a two-year term.
- Directors are elected to terms of two years, with two directors elected each year.
- A term is one fiscal year - July 1 through June 30.

Requirements:

The President and President-Elect must be an ASHRM member per MSHRM bylaws. All officers and directors must be MSHRM members in good standing.

PROCEDURE:

The election of officers and directors shall be conducted via e-mail of the ballot to the membership and announced at the annual meeting according to the following procedures.

Nomination process:

1. The Secretary serves as the Chair of the Nominations Committee. Nomination forms will be prepared by the Secretary to be sent to all members via e-mail by the Chapter Assistant approximately four weeks prior to the annual meeting. The Secretary may also schedule a Nominations Committee meeting as necessary to assemble a panel of qualified candidates for the ballot.
2. Upon return of the forms, the Secretary will verify with each nominee that they are willing to run for the office and commit the time necessary to carry out the duties. The Secretary sends job descriptions to members who accept nomination.
3. After all nominees have been verified, the Secretary will prepare the election ballots including a short bio submitted by the nominated member so they can be sent to the membership in good standing via e-mail by the Chapter Assistant for voting.
4. Only members in good standing are eligible to vote and eligibility is verified by the Membership Committee Chair to ensure the web-based membership directory list is valid.

Election and Voting:

1. Elections shall be conducted electronically. The Chapter Assistant shall provide the election results to the Chapter's President, President-Elect, and Secretary and shall retain the results for at least two years from the time of announcement. The results of the election are announced at the May General Business meeting.
2. All members in good standing have the right to vote. Proxy voting is not permitted. Absentee ballots will not be allowed.
3. In the event of a tie, the President will vote to break the tie.
4. In the event there is only one nominee for a given vacant officer/director position, and there are no further nominations then the sole nominee will be elected to the vacant position by electronic vote.
5. In the event there are no nominees for a given vacant officer/director position, nominations will be requested from the membership at the General Business Meeting and be immediately followed by a simple majority vote of those members in attendance to confirm election. If a sole nominee refuses the position after election, it will be treated as a board vacancy on resignation and will be handled as outlined in MSHRM's bylaws Art. III, Sec. 3.04 and 3.05.

The Chapter Assistant will send a list of the new officers, Board members, and committee chairpersons to ASHRM by August 1 of the year for inclusion in ASHRM Forum and chapter affiliation documents.

In the event of a vacancy the Board may appoint a successor by referencing the next highest vote receiving candidate to serve out the remaining unexpired term.

Initial Effective Date: 07/99

Revision Dates: 05/02, 05/06, 02/07 (Policy #008 consolidated into #009), 09/07, 09/09, 02/10, 09/11, 01/14, 10/17, 05/22, 05/23

Attachments as Exhibit C: MSHRM Board Nominations

MSHRM – Policy/Procedure – Nominations and Elections – 008

MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT POLICY/PROCEDURE

M – 009

TITLE: NEW MEMBER PROCESSING

POLICY:

One of the goals of the Michigan Society of Healthcare Risk Management is to increase membership and expand the Society's membership while promoting the Society's purpose throughout the state.

PROCEDURE:

1. Prospective members submit membership applications via MSHRM's website: www.mshrm.org.
2. All new applications are processed by the Chapter Assistant. The application and payment are to be forwarded by the Chapter Assistant within three (3) working days of receipt. Applications are sent to the Membership Committee Chairs. The Chapter Assistant enters payments into the website database and deposits them into MSHRM's bank account. A cash receipts journal showing member name and amount paid is then forwarded to the MSHRM Treasurer by the Chapter Assistant.
3. If deemed necessary by either the Membership Committee Chair or the Board of Directors, candidates may be required to submit a letter of sponsorship from a current member in good standing, attesting that the candidate's interest in membership is the educational opportunities to be gained.
4. Upon receipt of the membership application, it is reviewed by the Membership Committee Chairs to determine if the candidate is eligible for membership.
5. The Membership Chairs may send copies of the application page and reference letter or summaries, if applicable, to committee members for review as needed.
6. In the event that review by committee members is sought, committee members will contact the Membership Chairs within seven (7) days to approve submission or raise any issues over a membership application.
7. If no issues with an application are found, the Membership Chairs will send the Chapter Assistant approval of applicants within seven (7) days of receipt of information.

8. The Membership Committee Chairpersons will authorize conditional approval of their application, to be ratified by the Board of Directors at the next regularly scheduled meeting.
9. Upon review of the application, sponsorship letter (if required), and approval of the Board of Directors, membership will be ratified. In the event that the Board of Directors do not grant approval for membership, the applicant will be sent a letter explaining the reasons for non-acceptance and their pre-paid dues will be refunded by the Chapter Assistant. Copies will be sent to the Board of Directors.
10. The Chapter Assistant will send a letter to the new member welcoming them to the organization, indicating membership resources available on the website, and encouraging participation on committees.

NOTE: New members applying after the March/Spring meeting will be required to pay dues at the regular renewal time. See policy/procedure #M-011.

New members applying after the March/Spring meeting who attend the annual meeting in May will be required to pay dues at the regular renewal time. If the new member does not attend the annual meeting in May, dues will be considered paid for the following year.

Initial Effective Date: 07/93

Revision Dates: 09/99, 05/02 consolidated with M-012, 05/06, 09/07, 09/11, 10/15, 10/17, 05/22

MSHRM – Policy/Procedure – New Member Processing – 009

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 010

TITLE: MEMBERSHIP RENEWAL DRIVE

POLICY:

Annual membership renewal drive will be conducted immediately following the annual meeting each year with renewal notices being sent in the month of June.

PROCEDURE:

Proposed changes in the application form and in the membership information on the website will be presented to the Board for approval.

The most recent membership roster will be used for renewal invoice mailings.

Information about the Society and a membership application will be available online for non-member healthcare organizations per Membership Committee recommendations.

Members of the Membership Committee will contact non-renewals before September 1st.

DUES STRUCTURE:

Membership will be for one fiscal year, beginning July 1, is \$299 (or other amount approved by the Board on an annual basis). To encourage prompt and timely payment of dues a \$50.00 late payment processing fee will apply to dues paid after the date of the Fall Education meeting (usually October).

Initial Effective Date: 09/99

Revision Dates: 05/00; 6/07; 09/07; 02/10, 10/17, 05/23

MSHRM – Policy/Procedure – Membership Renewal Drive - 010

MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT POLICY/PROCEDURE

M – 011

TITLE: COMMITTEES, MEMBERS' DUTIES

POLICY:

PROCEDURE:

Committee Members

Members from the general membership will sign up for committees at each of the membership meetings. The chairperson(s) will notify the committee members of meetings, dates, and duties. New members are encouraged to join a committee when their membership is approved.

Duties

The Board, after review of the strategic plan and committee chair goals and objectives, will set forth the duties and responsibilities of each committee. The duties and responsibilities will be provided to the committee members. Each committee will be responsible for establishing activities that will support implementation of the strategic plan.

Co-Chair Appointments

Chair appointments will be made by the President for duration of his/her tenure, and the Committee Chair will choose the Co-Chair and will inform the Board. Education Chairs will serve a two-year term, first as Co-Chair ("Chair A") and the second year as Chair ("Chair B").

Reports

Chairperson(s) will provide a report directly or to the Board's committee liaison, if appointed, regarding the committee's accomplishments and objectives. The committee chair(s) will report to the general membership on the status of the committee goals and objectives.

Budget

A draft budget for the upcoming fiscal year should be submitted to the Treasurer by September 1st.

Minutes

Minutes of the committees will be submitted to the Chapter Assistant for placement on the website.

Chapter Website

Administrator access to the chapter website is limited to the chapter administrator and elected board members, only as is deemed necessary to carry out the requirements of their elected positions. Access to active members, including the Communications Committee co-chairs, may be granted on a limited basis for a specific time period and for a specific function under the supervision of an elected

Board member and only as approved by the Board. The Communications Committee co-chairs may review and approve routine updates to the chapter website, but any substantive changes must be pre-approved by the Board. All communications to the entire membership must be pre-approved by the president and/or the Board.

Initial Effective Date: 07/99

Revision Dates: 01/02, 09/07, 09/11, 01/14, 10/15, 10/17, 05/23

MSHRM – Policy/Procedure – Committees, Members' Duties – 011

MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT POLICY/PROCEDURE

M – 012

TITLE: COMMUNICATION TO ASHRM

POLICY:

MSHRM will maintain communications with ASHRM by sending selected materials to the Society as requested or required per the affiliation agreement.

PROCEDURE:

1. Send the following materials:
 - ASHRM Annual Report in January of each year (President/Chapter Assistant)
 - Chapter membership list in January each year for chapter rebate program (Chapter Assistant)
 - Chapter election results following the annual meeting (Chapter Assistant)
 - Other items that MSHRM may wish to have published in ASHRM Forum (President)
 - Details of MSHRM educational programs (Chapter Assistant)
3. The chair of the Communications Committee confirms web links to/from ASHRM are accurate and functional at least annually.

Send materials by mail or email to:
Senior Governance & Operations Specialist (name and email available on ASHRM website)
American Society of Healthcare Risk Management
155 N. Wacker Dr., Suite 400
Chicago, Illinois 60606
Telephone Number: (312) 422-3980
Fax Number: (312) 422-4580
www.ashrm.org

Initial Effective Date: 07/99

Revision Dates: 01/02, 09/07, 10/17, 05/22

MSHRM – Policy/Procedure – Communication to ASHRM - 012

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 013

TITLE: INDEMNIFICATION FOR BOARD OF DIRECTORS

POLICY:

MSHRM shall protect and indemnify its directors, officers, and non-director/officer volunteers and committee members, if appropriate, by purchasing the appropriate insurance policy.

PROCEDURE:

1. Each director, officer, non-director/officer volunteer and committee member (hereafter Person) shall be indemnified against all costs and expenses reasonably incurred or imposed upon him/her in connection with or resulting from any threatened, pending, or completed action, suit, or proceeding to which he/she may be made a party by reason of his/her position as director, officer, non-director/officer volunteer and committee member if the person acted in good faith and in a manner the person reasonably believed to be in, or not opposed to, the best interest of the organization, and with respect to any criminal action or proceeding, if the person had no reasonable cause to believe his/her conduct was unlawful.
2. MSHRM has the discretion, through the board of directors, to approve indemnification of any settlements, judgments, fines or other legal sanctions on a case by case basis, in accordance with prevailing Michigan law, if the Person acted in good faith and with the reasonable belief that his/her actions were in the best interests of, and not opposed to, MSHRM and if the Person had no reasonable cause to believe his/her conduct was unlawful.
3. MSHRM may advance expenses to a Person if:
 - a. The Person furnishes a written affirmation of his/her good faith belief that the standards of conduct permitting indemnification has been met; and
 - b. The Person furnishes a written statement undertaking to repay any or all of sums advanced if it is ultimately determined that he/she did not meet the applicable standard; and
 - c. The Board of Directors makes a determination that the facts known to the Board would not preclude indemnity.
4. This policy applies, and indemnification will continue, as to a Person who has ceased to be a director, officer, or non-director/officer

volunteer or committee member of MSHRM and will inure to the benefit of the heirs and personal representatives of the Person.

5. “Costs and expenses reasonably incurred” includes actual and reasonable attorney fees, judgments, penalties, fines, associated court costs, and amounts paid in settlement for which the Person is entitled to be indemnified.

Reference – MSHRM Bylaws

Initial Effective Date: 07/99

Revision Dates: 05/06, 2/08, 02/10, 01/14, 05/22

MSHRM – Policy/Procedure – Indemnification for Board of Directors – 013

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 014

TITLE: RECORDS RETENTION

POLICY:

The Secretary will be copied on all correspondence from and among Board members, committees, and to other professional organizations. The Secretary shall have the duty to maintain all corporate documents with the exception of the financial documents which will be the responsibility of the Treasurer. Officers may delegate the function to the Chapter Assistant, but the responsibility remains with the officer.

PROCEDURE:

Records will be retained as follows:

Treasurer's Reports and Financial Records

- Seven years

Secretarial Reports

- | | | |
|---------------------------------|---|--------------|
| • Board and Business Minutes | – | Indefinitely |
| • Committee Minutes | – | Three years |
| • Bylaws/Membership List | – | Indefinitely |
| • Policies/Procedures | – | Indefinitely |
| • Position Descriptions | – | Six years |
| • General Correspondence | – | Six years |
| • Election Vote Tallies (M-009) | – | Two years |

Photos, Memorabilia

- Indefinitely (Secretary)

Applications and Re-renewals

- Two years

Bits & Pieces

- Storage of archived information indefinitely will be maintained with the President-Elect as editor of the newsletter. Archives are also on the website.

Initial Effective Date: 07/99

Revision Dates: 01/02, 2/07; 09/07

MSHRM – Policy/Procedure – Records Retention – 014

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 015

TITLE: DISTINGUISHED SERVICE AWARD

POLICY:

The Distinguished Service Award is granted for activity(s) or contribution beyond the norm, which is of notable benefit to the Society.

PROCEDURE:

NOTE: *Service as an officer or committee chair should not be the sole consideration.*

1. Nominations may be received from any Society member throughout the year. No official call for nominations will occur.
2. There is no limit to the number of awards that may be granted in a given year and no requirement that an award be granted each year.
3. Nominations will be submitted to the President and must include sufficient description of the activity/service of the nominee to warrant its distinguished nature. The President will forward to Council of Past Presidents (COPP), those nominees that meet the criteria.
4. The (COPP) will review nominations and grant the award.
5. Any MSHRM member or a non-member may be considered for the award if determined that the individual has made a significant contribution for the benefit of the Society.
6. The award will consist of a plaque and thank-you letter from the President to be presented by COPP or the President when awards are presented at the annual educational meeting of the Society.
7. The Nomination Form is available on the website.

Initial Effective Date: 03/27/96

Revision Dates: 01/02, 09/07, 02/10, 05/22

MSHRM – Policy/Procedure – Distinguished Service Award - 015

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 016

TITLE: SOLICITATION OF SPONSORS

POLICY:

The Board permits solicitation of sponsors to assist in covering costs of educational programs, presentations, seminars, conferences, and other related activities to further the goals and objectives of MSHRM. MSHRM will recognize the sponsoring entity in the educational brochure and/or at the meeting for the specific program and/or the MSHRM Website.

PROCEDURE:

There will be an annual MSHRM sponsorship drive, beginning in August of each year. The MSHRM Sponsorship Committee, in coordination with the President, will contact potential sponsors in writing, and will specify the goals and purposes of programming to be sponsored and the intended use of the funds solicited. The Sponsorship Committee may, at the Board's discretion, conduct a second sponsorship drive, but no earlier than January 1 of the immediately following calendar year. At the request of the Board, other members of the Board may assist in solicitation of sponsors or follow-up letters sent. The Sponsorship Committee, on behalf of the President, will send acknowledgement/thank you letters to all sponsors who contributed to the annual MSHRM sponsorship drive.

An accounting of these funds or gifts will be made to the sponsor upon completion of the program.

Initial Effective Date: 07/99

Revision Dates: 05/03, 09/07, 02/10, 09/11, 01/14, 05/22

MSHRM – Policy/Procedure – Solicitation of Sponsors – 016

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 017

TITLE: REVIEW OF POLICIES, PROCEDURES, AND BYLAWS

POLICY:

Policies, procedures, and bylaws will be reviewed on a bi-annual, alternating basis according to the following schedule:

- Policies/Procedures and Position Descriptions FY 02 and ongoing in even numbered years
- Bylaws and Articles of Incorporation FY 03 and ongoing in odd numbered years

PROCEDURE:

MSHRM policies, procedures, and bylaws will be reviewed as above by the President, and if appropriate, presented to the MSHRM Board of Directors for repeal or modification. The President delegates review/revision responsibility to Board members and committee chairs as appropriate.

Initial Effective Date: 07/99

Revision Dates: 01/02, 09/07

MSHRM – Policy/Procedure – Review of Policies, Procedures, and Bylaws –
017

MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT POLICY/PROCEDURE

M – 018

TITLE: FINANCIAL REVIEW

POLICY: To ensure the financial status and proper allocations of MSHRM funds, the business of the Society shall be conducted so that no part of its income or earnings inures to the benefit of any other member, officer, or other individual.

PROCEDURE:

1. The financial records will be reviewed when the Treasurer changes and/or on a bi-annual basis or as otherwise warranted by an independent accounting professional. In the year of a formal outside review, this report will be reviewed by the Board and the information presented at the next general membership meeting.
2. The financial records are balanced on an annual basis at the end of the Society's fiscal year (July 1 through June 30).
3. The check register is balanced with the bank statement on a monthly basis; interest is to be posted within the month it is received.
4. The Past President will review and provide written confirmation of review of monthly (or quarterly) bank statements to the Treasurer. Such confirmation shall be retained with the bank statement by the Treasurer.
5. The financial record is to indicate the monthly reconciled balance.
6. Checks recorded are to include the following information: date, payee, amount, and budget area.
7. Checks are to be deposited when received and recorded immediately.
8. Committee chairs submit budget requests to the Treasurer annually. A budget is then drafted by the Treasurer during the first quarter of each fiscal year. The budget is approved by the Board and available to any member on request.
9. The financial records will be maintained on an industry-recognized computerized program (i.e., QuickBooks or other comparable accounting software) as established in 8/96; entries are categorized for budget and review purposes.
10. A crime policy and directors and officers policy is maintained for all Board officers and directors.

Initial Effective Date: 4/94

Revision Dates: 06/97, 09/99, 01/02, 5/05, 05/06, 09/07, 02/10, 09/11, 10/15,
10/17, 05/22

MSHRM – Policy/Procedure – Financial Review – 018

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 019

TITLE: AMICUS CURIAE BRIEFS

POLICY:

PROCEDURE:

1. Any member may submit a *written* request for Amicus Brief to a co-chair of the Governmental Issues Committee. The request should include the case name, venue, judge, and docket number of lower court and a description of the issue being appealed. A timeline for submission of the brief must be provided.
2. Governmental Issues Committee Co-Chairs shall review the written request to determine whether the issue may significantly impact risk management across the State of Michigan.
3. If a significant issue is identified, the Governmental Issues Committee will make a recommendation to the Board of Directors within 7 days regarding approval of the brief.
4. MSHRM Board of Directors will approve/disapprove the Amicus brief. If approved, the Board will establish an appropriate budget.
5. The Governmental Issues Committee will provide an update to the Board on any pending brief that MSHRM has sponsored; including a review of expenses incurred.

Initial Effective Date: 10/01

Revision Date: 05/02, 09/07

MSHRM – Policy/Procedure – Amicus Curiae Briefs - 019

MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT POLICY/PROCEDURE

M – 020

TITLE: SCHOLARSHIP PROGRAM

POLICY:

To establish a program where the membership is supported and assisted with access to educational opportunities and professional development within the field of risk management.

PROCEDURE:

1. MSHRM may offer scholarship opportunities to its members each fiscal year, subject to the Board's determination that sufficient funds exist. The scholarship opportunities will be for educational and professional development opportunities in the areas of: enterprise risk management, loss prevention, loss reduction, patient safety, and/or risk financing.
2. The total amount allowed for all scholarships awarded in a single year will be at the discretion of the Board, not to exceed \$1,500.00 per fiscal year. The Board may award one or more scholarships as it deems appropriate, based upon the number of applicants, the amount(s) necessary to fulfill a scholarship request(s), and the perceived value of the scholarship opportunity(ies). An emphasis will be placed on awarding multiple scholarships to multiple eligible applicants, over awarding a large amount to a single eligible applicant to the exclusion of other eligible applicants. Preference will be given to tuition for qualified educational events, such as seminars, certification courses and conferences but may also be used for travel.
3. The Board may award all, part or none of any requested funds under a scholarship application. The Board will retain full discretion as to the amount, eligibility, qualification, purpose and use of the requested funds under a scholarship application.
4. Scholarship applications will be reviewed by the Board at its next regularly scheduled meeting after receipt.
5. In order to be eligible for a scholarship, the applicant must be an active MSHRM member in good standing, must have been an active member for a period of twelve (12) months prior to applying for the scholarship and must remain an active member for at least twelve (12) months following the award of any scholarship. The event for which the scholarship is awarded will be concluded no later than twelve (12) months from the submission of the scholarship request or the scholarship funds will be returned to the Society in full by the recipient directly. When possible, MSHRM will directly pay the entity providing the educational or professional development event or will reimburse the recipient after

- personal funds have been expended; otherwise, the recipient will receive the scholarship directly in advance of the program or event for which funds were awarded. MSHRM will require the advance submission of written invoices/receipts with respect to all scholarship payments.
6. If awarded a scholarship, the member agrees to provide feedback to the Society by either preparing an article for the society's newsletter or delivering a report to the membership at a business meeting as to the subject matter and outcome of the event(s) or item(s) for which the scholarship was awarded. An alternate to providing a report will be to serve the society in a volunteer role in a position acceptable to the Board. The Secretary will track completion of the scholarship award activity and report status to Board.
 7. If the scholarship recipient does not maintain his/her membership in the year following the scholarship award, the scholarship funds will be returned to the Society in full by the recipient within 30 days.
 8. The Board will retain full discretion as to the eligibility and qualification of any scholarship application.
 9. If the Board deems it has the financial ability to proceed with this Policy, the Board will issue scholarship applications on or prior to January of any year by way of an e-mail communication to all members, online via the website and/or inclusion in the MSHRM newsletter and the selection process will be conducted as applications are submitted. The Board may assign review of applications to an ad hoc committee if it deems appropriate. Recipients for scholarships will be announced at the annual meeting.

Initial Effective Date: 03/09

Revision Dates: 10/15, 10/17, 01/19, 07/22

MSHRM – Policy/Procedure – Scholarship Program - 020

**MICHIGAN SOCIETY OF HEALTHCARE RISK MANAGEMENT
POLICY/PROCEDURE**

M – 021

TITLE: HARDSHIP ASSISTANCE PROGRAM

POLICY:

To establish a program where the membership is supported and assisted with access to the benefits of the Society in the event of hardship.

PROCEDURE:

1. MSHRM may offer Hardship Assistance subject to the Board's determination that sufficient funds exist to maintain business activities of the Society, not to exceed \$5,000.00 per fiscal year.
2. Hardship Assistance eligibility includes being a current MSHRM member or pending Board approval for membership.
3. Hardship Assistance requests may include but are not necessarily limited to: MSHRM membership dues, travel expenses to MSHRM-sponsored educational activities, and hotel accommodations. For potential members whose membership is pending Board approval, consideration for hardship requests will be limited to MSHRM membership dues. Expenses will be processed according to #M – 004 EXPENSE REIMBURSEMENT POLICY.
4. All funds under the Hardship Assistance Program will be utilized for MSHRM-related activities. If a MSHRM member is seeking assistance with expenses related to a non-MSHRM related event or educational opportunity, the member may request assistance through MSHRM's Scholarship Program.
5. Hardship Assistance applications will be reviewed by the Board at its next regularly scheduled meeting after receipt.
6. The Board will retain full discretion as to the eligibility and qualification of any hardship application. The Board will determine if sufficient funds are available to grant any requests.
7. The Board may award one or more Hardship Assistance requests. An emphasis will be placed on awarding multiple Hardship Assistance requests over awarding a large amount to a single eligible applicant/requestor to the exclusion of other eligible applicants when funds do not permit awarding all requests in full.
8. The Board may award all, part or none of any requested funds under the Hardship Assistance program. The Board will retain full discretion

as to the amount, eligibility, qualification, purpose and use of the requested funds under the Hardship Assistance Program.

9. If awarded, the recipient agrees to provide feedback to the Society by either preparing an article for the society's newsletter or delivering a report to the membership at a business meeting as to the subject matter and outcome of the event(s) or item(s) for which the scholarship was awarded. An alternate to providing a report will be to serve the society in a volunteer role in a position acceptable to the Board. The Secretary will track completion of the hardship award activity and report status to Board.
10. Recipients of the Hardship Assistance Program will be notified directly in a non-public manner.

Initial Effective Date: 01/19

Revision Dates: 07/22

MSHRM – Policy/Procedure – Hardship Assistance Program - 021

EXHIBIT A: R. PAUL VENZKE AWARD

Sample Nomination Request Letter

RE: Nominations Request for the R. Paul Venzke Award for Outstanding Performance in Healthcare Risk Management

Dear Michigan Healthcare Chief Executive Officers and MSHRM Members:

The Michigan Society of Healthcare Risk Management is now accepting nominations for the R. Paul Venzke Award for Outstanding Performance in the field of Healthcare Risk Management. I am honored to invite you to nominate a candidate for the 20__-20__ award.

The R. Paul Venzke Award for Outstanding Performance in the Field of Healthcare Risk Management was created by the Michigan Society of Healthcare Risk Management (MSHRM) to honor the late R. Paul Venzke, a founder and first President of MSHRM. The award recognizes a risk management professional for their work in the field and their qualities of excellence and professionalism in healthcare risk management.

The award recognizes a Risk Management Professional who has demonstrated excellence in the field through verifiable positive impact on patient safety or risk reduction, leadership behaviors, service as a role model to others and a strong commitment to the furtherance of the risk management profession.

To be eligible for the nomination, the candidate must meet the following criteria:

1. Actively engaged in the performance of healthcare risk management;
2. A member of MSHRM;
3. Employed in Michigan as a risk management/patient safety professional;
4. Able to describe their service to MSHRM (i.e., committee member, presenter, board member, etc.).

If you believe your Risk Manager or a Risk Management colleague qualifies for this prestigious award, please take a moment to complete the nomination form enclosed and return it by email to info@mshrm.org or by mail to MSHRM Awards, PO Box 598, Oxford, MI 48371.

Individuals who have been nominated in the past but who have not received the award are eligible to be nominated again. **Nominations will be accepted until date.**

The selected recipient will receive the R. Paul Venzke Award (an engraved plaque and \$500), at the 20__ MSHRM Annual Education program (or a virtual celebration if an in-person meeting is not held). Thank you for your assistance in identifying a worthy candidate for this award.

Sincerely,

Name, Past President
MSHRM Awards Chairperson

Sample Nomination Form

R. PAUL VENZKE AWARD

In recognition of outstanding performance in the field of Healthcare Risk Management

NOMINATION FORM

CANDIDATE NAME:

Candidate must be an active MSHRM member

Title/Position: _____

Health Care Institution: _____

Address: _____

Telephone: _____

Length of Employment: _____

Job Description: _____

NOMINATED BY: _____

Title/Position: _____

Relation to Candidate: _____

Reason for Nomination: _____

Your Signature and Date:

Thank you for your time and interest.

Please return the nomination form by [insert date] to:

MSHRM Awards
PO Box 598 · Oxford, MI 48371
Email: info@mshrm.org

"Better patient care through awareness and risk reduction"



**R. Paul Venzke Award
Nominee Notification & Questionnaire**

The R. Paul Venzke Award for Outstanding Performance in the Field of Healthcare Risk Management was created by the Michigan Society of Healthcare Risk Management (MSHRM) in honor of the late R. Paul Venzke, a founder and the first President of MSHRM. MSHRM selects from the nominees who meet all application criteria, the candidate who best exemplifies the qualities of excellence and professionalism for receipt of this prestigious award.

You have been nominated for consideration to receive the R. Paul Venzke Award. If you accept the nomination for this award, please complete this questionnaire and return to Events Manager, Megan Clark at info@mshrm.org or mail to MSHRM, PO Box 598, Oxford, MI 48371. All nominations will be reviewed and the recipient will be announced at an upcoming virtual or in person MSHRM program.

The purpose of this questionnaire is to provide the Awards Committee an inventory of information about your occupational background, qualifications, and skills. The requested information is necessary for the Awards Committee to fairly assess your nomination. The Awards Committee reserves the right to contact any or all the nominees directly to clarify questions.

Please provide the following four (4) required documents:

1. A resume or CV citing employment history, education, certifications, achievements, professional membership, publications, industry-related activities and awards or honors
2. A copy of your job description.
3. Immediate supervisor's statement of support for candidates nomination.
4. Responses to the four questions listed below.

Question # 1

Member of **MSHRM** Since:

MSHRM Committee Participation:

MSHRM Board or Committee Chair service:

ASHRM Member? If yes, since:

ASHRM Committee participation:

ASHRM Leadership service:

CPHRM:

Other Risk Management/Patient Safety Certifications:

Question # 2

Please describe your personal contribution to the advancement and success of risk management/patient safety in your organization and/or that has had an impact on other organizations.

Question # 3

Check the areas of risk management listed below in which you believe you demonstrate a high level of proficiency. Expand on at least two areas of significant focus; provide details and examples that support your proficiency.

	Enterprise Risk Management		Patient Safety
	Claims Administration (PL/HPL/GL, other lines)		Loss Prevention & Mitigation
	Compliance		Quality/Performance Improvement
	Employee Benefits/Workers Comp		Risk Financing/Insurance/Self- insurance Management
	Investigation/Root Cause Analysis		Safety/Environment of Care
	Patient Relations/Recipient Rights		Training and Education

Question # 4

Describe what you are most proud of in your risk management/patient safety role and how this achievement has had an impact on the field of risk management/patient safety.

Question # 5

Describe the most significant risk management/patient safety challenge you have solved in your present position or in your career.

- A. Briefly outline the challenge.
- B. How did you identify the problem, what data/methodology did you use to support your assessment?
- C. Why do you consider this your most significant risk management/patient safety challenge?
- D. Describe steps used to address and resolve the challenge.
- E. Being your most significant challenge, how did your solution impact your organization, or another hospital, healthcare system or physician organization? (Your answer should include the Enterprise Risk Management (ERM) domains impacted).



R. Paul Venzke Scoring Worksheet

Confidential

Evaluator: _____

<i>Nominee Name</i>	<i>Possible Points</i>	<i>Points Scored</i>
Question 1: Contribution to Risk Management/Patient Safety Activities	15 Possible Points	
Question 2: Risk Management Proficiency	15 Possible Points	
Question 3: Impact on Risk Management/Patient Safety Field	10 Possible Points	
Question 4: Significant Risk Management/Patient Safety Challenge - resolution/impact	40 Possible Points	
Contribution to MSHRM	15 possible points	
Resume	5 points	
TOTAL	100 Possible Points	

In your opinion, after review of material, does this Nominee deserve the Award?

_____ **Yes** _____ **NO**

Please contact _____ with any questions and provide your recommendation for this award no later than April ____.

Thank you!

(insert Chair name and contact information)



R. PAUL VENZKE SCORING SYSTEM

Review and score each nominee's responses based on the following guidance:

Question #1 (15 possible points)

Personal contribution to the advancement and success of risk management/patient safety in nominee's organization and/or that have had an impact on other organizations.

Factors: Objective evaluation of individual evaluator based on complete response to question and value assessment the contribution had and/or is having.

Question #2 (15 possible points)

Proficiency demonstrated with examples to support two focus areas.

Factors: Assign weights to each of the elements the candidate identified in which s/he claims proficiency, as demonstrated by at least the following:

- Credentials/education/certification
- Experience as evidenced by resume or description
- Notoriety
- Publications
- Education provided and content applicability to area of proficiency
- Guest speaking engagements
- Role as an educator/role model/mentor for RM/PS

Question #3 (10 possible points)

Achievement/Contribution to the field and the impact.

Factors: Objective evaluation of evaluator.

You may consider:

- Has the candidate described why and how s/he thinks his/her achievement has impacted the field of risk management/patient safety?

Question #4 (40 possible points)

Significant Challenge/Impact

Factors: Objective evaluation of evaluator based on **complete responses to all four questions**. Does the response to this question support the Award's intent? Does it have a broad impact in the field or in the nominee's healthcare delivery system or is it repeatable into other delivery systems?

Contribution to MSHRM (15 possible points)

Resume (5 points)

EXHIBIT B: MSHRM EXPENSE REPORT

EXHIBIT C: MSHRM BOARD NOMINATIONS



Call for Nominations

It is time to nominate candidates for the following officer positions with MSHRM for the [insert years] year:

President-Elect: _____

Secretary (if necessary): _____

Treasurer (if necessary): _____

Director (Two Board of Director Positions Available):

Please note that these positions are two year terms from July [insert year] through July [insert year].

Please provide your nominations by **mail, fax or email**, no later than **[insert date]** to the MSHRM Secretary at:

[Secretary Name]
[Secretary Address]
[Secretary Email]
[Secretary Fax]



BOARD OFFICER ELECTION BALLOT **[insert years]**

Please complete your election ballot no later than [insert date]. Information about each candidate is included below each question for your convenience. Thank you!

[List the following for each candidate: name, position, organization, how long they have been a member and why they want the position.]

President Elect:

Secretary (if necessary):

Treasurer (if necessary):

Directors (two director positions are available; please select two):



ARCHIVED POLICY/PROCEDURE INDEX

<u>Title</u>	<u>Page</u>
Fiscal Policy Statement (M-001).....	2
MSHRM Investment Policy (M-001a)	3
Awards Recognition (M-002)	4
Speaker Reimbursement (M-003)	10
Expense Reimbursement (M-004).....	12
Directory Distribution (M-005).....	14
Guest/Non-Member Registration Refund (M-006)	15
Co-Sponsoring of Education Programs (M-007)	16
Nominations and Elections (M-009).....	18
New Member Processing (M-010)	22
Membership Renewal Drive (M-011)	24
Committees, Members' Duties (M-013)	25
Communication to ASHRM (M-015)	26
Indemnification for Board of Directors (M-016)	27
Records Retention (M-018)	29
Distinguished Service Award (M-019)	30
Solicitation of Sponsors (M-020).....	31
Review of Policies, Procedures and Bylaws (M-021)	32
Financial Review (M-022)	33
Amicus Curiae Briefs (M-024).....	34
Scholarship Program (M-025).....	35
Hardship Assistance Program (M-026).....	37

Revised 01/19