

**NH-VT CHAPTER OF HFMA  
CHAPTER POLICIES AND PROCEDURES  
2011-2012**

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## **Section I. General Policies and Procedures**

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**           **Documentation**

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**Approval Date:**    December 14, 2004

**Revision Date:**    August 23, 2011

**Purpose:**

Chapter policies and procedures guide the decision-making process for volunteer leaders. Documentation of these statements in the Leader Operations Manual ensures continuity as officers change each year. It provides a constant resource for Chapter leaders and is an excellent tool for orienting new officers and committee chairs.

**Policy and Procedure:**

- Development. Policies should be updated regularly. As Chapter activity requires a decision that affects operations, Chapter leaders should draft a policy statement and present it to the Board of Directors for approval. See Appendix 1 for sample format.
- Review. The Chapter Quality Management Committee will review the Policies and Procedures section of the Operations Manual on an annual basis following the Chapter Financial Review, challenging existing policies for appropriateness and, as needed, recommending revisions to the Board of Directors.
- Distribution. The Operations Manual is available on the Chapter Website.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**            **NH-VT Chapter Board of Directors**

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**Approval Date:**    December 14, 2004  
**Revision Date:**    August 11, 2005  
**Revision Date:**    June 16, 2006  
**Revision Date:**    June 17, 2008  
**Revision Date:**    August 23, 2011

**Purpose:**

The Board of Directors functions as the chief governing body of the Chapter. Board Members shall have authority and responsibility for supervising the general operation of the Chapter in the furtherance of its stated mission and goals. Each Board Member is directly accountable to the President of the Board for performance of the stated duties. The following policy and procedure provides guidance for composition and selection of the Chapter Board of Directors.

**Policy: Composition of the NH-VT Chapter Board of Directors**

An objective is to have representation from designated disciplines as the Board believes appropriate in the current healthcare industry environment.

**Procedure:**

- September - The Chapter President assembles the Succession Planning team. The team consists of the President, President-Elect, Secretary, Treasurer and Immediate Past President.
  - The Succession Planning team selects individuals to be nominated for positions as Officers and Members of the Board of Directors, following eligibility requirements as stated in the National HFMA Bylaws and the NH-VT Chapter Bylaws. The team also considers the Board composition policy as stated above.
  - The Succession Planning team uses the method as outlined in the “Leader Succession Plan” (see Section 9 of the *Chapter Operations Manual*) in selecting individuals for nomination.
  
- October - The Sucession Planning Team selects individuals to be nominated to Committee Chair positions that are vacant as well as a Nominating Committee Member at Large.
  
- November - The Nominating Committee Chair (also the Immediate Past President) submits the slate of individuals to the Nominating Committee. If the Nominating Committee approves the slate, the Nominating Committee Chair submits the slate to the Board of Directors.

- December/January – The Board of Directors votes to approve the slate of nominations at its December or January Board Meeting. The approved slate of nominations is to be included in the minutes of the next scheduled Board Meeting.
- February – The slate of nominations is sent electronically to the Chapter membership (by mail to members without email addresses) by Chapter Support Services. The Immediate Past President oversees counting of ballots by Chapter Support Services, to be completed by March 1.
- March – The newly elected officers and directors are presented to the Chapter membership at the Annual Meeting in March or April. The election of officers and directors is effective on June 1 of the next fiscal year.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Board of Directors Meetings

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**Approval Date:** December 14, 2004

**Revision Date:** June 17, 2008

**Revision Date:** August 23, 2011

**Purpose:**

To provide notification of Board of Directors Meetings in a consistent manner to Officers, Directors and other individuals as appropriate (Board Meeting attendees).

**Policy and Procedure:**

Schedule of Board Meetings - Schedule of meetings, including date, time and place, is prepared by Chapter Officers in June and published on the Chapter Events Calendar. The Calendar is emailed to Board Meeting attendees in June and posted to the Chapter website. Revisions to the meeting schedule are communicated as soon as the change is known.

Monthly meeting notification - At least 10 days in advance of the Board Meeting, notification is emailed to Board Meeting attendees requesting a “Call to Meeting”. Notification includes date, time and place of the meeting; phone number for teleconference attendance and attendee RSVP request.

Board Package – At least 2 days in advance of the Board Meeting the Board Package is emailed to the Board Meeting attendees. The Board Package includes the agenda; minutes of previous meeting; treasurer’s report; committee reports, and any other relevant documents for discussion at the meeting.

Board Meeting Distribution List - Individuals who should always receive Board Meeting notification are the following:

- Voting Directors - The 5 Officers and 7 Directors
- Non-voting Directors -
  - President of the New Hampshire Medical Group Management Association
  - President of the Northern New England Association of Healthcare Executives
  - President of the New Hampshire Hospital Association (or designee)
  - President of the Vermont Association of Hospitals and Health Systems (or designee)
- Committee Chairs and Co-Chairs
- Nominating Committee Member-at-Large
- Past Presidents of the Chapter (include all who continue to attend Chapter events or express an interest in staying in touch)

Quorum - A majority of the currently seated voting directors constitutes a quorum for the transaction of business at any meeting.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Executive Committee Meeting

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**Approval Date:** August 23, 2011

**Revision Date:** \_\_\_\_\_

**Purpose:**

The Executive Committee meets via conference call the Friday before each scheduled Chapter Board Meeting to set the agenda for the Board Meeting.

**Policy and Procedure:**

The Executive Committee consists of the five Chapter Officers and one at-large current voting director. The at-large voting director must have served as a director during the previous year. Such at-large director shall be elected for a single one year term.

The President shall serve as the chairperson of the meeting and the Secretary shall serve as the secretary for the meeting.

In the event items are discussed that are outside the agenda of the next Board Meeting, the Secretary shall keep a record of those discussions and shall present such record of those discussions in the format of an Executive Committee Meeting Consent Agenda Report at the next Board Meeting.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**            **Voting by Email**

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**Approval Date:**    August 23, 2011

**Revision Date:**    \_\_\_\_\_

**Purpose:**

The Chapter Board of Directors may need to discuss and vote on items via email that cannot wait until the next scheduled Board Meeting.

**Policy and Procedure:**

In the event the Chapter Board of Directors cannot wait until the next scheduled Board Meeting for an item or issue to be discussed the Board of Directors may discuss and vote via email.

The procedure:

- a. The President will send discussion item to the Chapter Officers and Directors via email with a proposed vote.
- b. Each voting member will respond to all with their vote back to the Chapter Officers and Directors.
- c. The Secretary will collect all emails as backup to the discussion item and vote for the Chapter records.
- d. The vote will be listed on the agenda of the next scheduled Board Meeting.
- e. The initial vote email and summary of the vote will be included in the Board Meeting Package.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Mini-LTC

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**Approval Date:** December 14, 2004

**Revision Date:** June 17, 2008

**Purpose:**

Mini-LTC is a leadership training conference produced by Chapter leaders to promote planning and foster teamwork, consensus building and leadership development/succession planning. Training is directed to Chapter officers, board members, committee chairs and past presidents. It is intended to facilitate team building and buy-in for Chapter goals, transition planning and is basically a “kick start” for the year.

**Policy and Procedure:**

Content of Mini-LTC –

- HFMA National Information
  - DCMS policies, procedures and reporting guidelines
  - Chapter Balanced Score Card (CBSC) goals
  - Chapter Leader Resources section of HFMA National Website – [www.hfma.org](http://www.hfma.org)
  - Awards information
  - Certification guidelines
  - HFMA National key contacts – leadership and staff
- Chapter Specific Information
  - Chapter Officer, Board Member, and Committee Contact Sheet (Section 1 of Chapter Operations Manual)
  - Position Descriptions for Chapter Officers and Board Members (Section 2 of Chapter Operations Manual)
  - Position Descriptions for Committees (Section 3 of the Chapter Operations Manual)
  - Chapter Policies and Procedures
  - Chapter Education Planning Guide (Section 12 of the Chapter Operations Manual)
  - Meeting and events schedule for the year
  - Membership recruitment and retention data
  - Strategic Plan
  - CBSC goals

- DCMS Acknowledgment Reports –  
[www.hfma.org/chapter\\_resources/toolkits/dcms](http://www.hfma.org/chapter_resources/toolkits/dcms)
- Budget and financial goals
- Chapter demographic data
- Most recent Member Satisfaction Survey results

**Scheduling the Mini-LTC –**

The Mini-LTC is scheduled as close to the beginning of the Chapter year as possible, preferably after National LTC.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**           **Mailing List and Database of HFMA Members**          

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**Approval Date:**           May 3, 2002          

**Revision Date:**           December 14, 2004          

**Purpose:**

In addition to various rights and obligations specified in the NH-VT Chapter Charter, the National HFMA Board of Directors has adopted the following guidelines for chapter use of chapter mailing lists or member databases. The policy is also extended at the NH-VT Chapter level for lists maintained for Chapter mailings of individuals who are not HFMA Chapter members.

**Policy:**

1. Chapters may use the chapter mailing list or member database solely to conduct the business of the chapter and HFMA National. Examples of chapter business usage include:
  - Distribution of member communications as defined by the Davis Chapter Management System (newsletters, bulletins, etc.).
  - Distribution of ballots for elections of chapter officers or bylaws changes.
  - Notification of chapter meetings to carry out the business of the chapter.
  - Notification of chapter educational events.
  - In the instance of co-sponsored educational events with non-HFMA organizations, chapters may provide a limited or one-time use to the co-sponsoring organization. Additionally, the promotional material must include the chapter name (i.e., the NH-VT Chapter of HFMA) and if a logo is used, it must be the chapter logo (i.e., not to be mistaken for the HFMA National only logo).
2. Sponsorship  
Chapters may not offer the chapter mailing list or database of members as part of any chapter sponsorship package. Rather, chapters may provide a list of pre and post registered program attendees as part of a chapter sponsorship package. This information **MUST** exclude email addresses and contact information of HFMA individuals who have specifically requested “no outside usage” on their HFMA member profile.
3. Email Communication  
Additionally, when communicating with chapter members via mass email distribution, chapters are charged with protecting the privacy of chapter member email addresses by ensuring that the email addresses are not displayed in a manner that makes them vulnerable to being copied, pasted and misused by the recipient. Placing email addresses in the bcc (blind carbon copy) section of the email form fosters email address privacy. Chapters are charged to be cognizant and mindful of overuse concerning email communication.



**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**           **Record Retention**

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**Approval Date:**    December 14, 2004

**Revision Date:**    May 25, 2010

**Revision Date:**    August 23, 2011

**Purpose:**

This policy is intended to organize and standardize the Chapter's practices with regard to the retention and destruction, when appropriate, of Chapter documents.

The Chapter maintains an electronic, on-line, system of archiving to provide security of and convenient access to important Chapter documents.

**Policy and Procedure:**

All documents produced as a result of conducting the affairs of the Chapter shall be properly stored and safeguarded in order that a complete and accurate record of business transactions is readily available at all times. Recognizing that no valid reason exists to retain all documents for an indefinite period of time, certain documents may be disposed of in accordance with the record retention schedule which is attached and is part of this policy.

The Immediate Past President is responsible for the Archives, including:

- (a) updating the system according to current National requirements,
- (b) collecting documents and submitting them to the Chapter Support Services person in charge of the archiving system,
- (c) updating revised documents as necessary (such as Bylaws); and
- (d) rotating off prior years' documents based on the retention schedule at Appendix 2.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**           **Chapter Website**

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**Approval Date:**    December 14, 2004

**Revision Date:**     June 17, 2008

Revision Date:       May 25, 2010

Revision Date:       August 23, 2011

**Purpose:**

The Chapter maintains a web site as a means of providing information to its membership and encouraging participation in Chapter events.

**Policy:**

The Chapter participates in web hosting and development with appropriate vendors. The following key areas are included:

- The Home page
- Search feature
- Chapter information
- Education and social events
- Education calendar
- Careers (Certification)
- Publications
- Membership
- Our Sponsors and Sponsor Opportunities
- Careers (Job Bank)
- Healthcare links
- Link to National HFMA website
- Board Meeting Minutes
- Year End Financials
- 990 Form

**Procedure:**

Responsibility for Maintenance –

- The Chapter Support Services contact maintains the website with input from Chapter leaders. Major updating is performed in June, the beginning of the Chapter year.
- The Chapter President has overall responsibility for insuring that the website is updated and relevant.
- Officers and committee chairs have responsibility to provide updated and relevant information to the Chapter Support Services person for posting to the website.

Job Bank –

- Chapter members may submit a job posting to the administrative support person for posting to the website. Job postings are retained for 90 days unless an extension or removal is requested.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Whistleblower Protection Policy

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**Approval Date:** April 20, 2009

**Revision Date:** \_\_\_\_\_

**Revision Date:** \_\_\_\_\_

**Revision Date:** \_\_\_\_\_

**Purpose:**

As the nation’s leading membership organization for healthcare financial management executives, HFMA prides itself on its adherence to federal, state, and local laws and/or regulations, including business ethics policies. HFMA has adopted a Code of Ethics, which requires each member of HFMA to promote the highest standards of professional conduct by practicing honesty and maintaining personal integrity. In furtherance of these principles, HFMA has adopted a whistleblower protection policy. Pursuant to this policy, as applicable to HFMA itself, any employee or member who becomes aware of any violation of federal, state, or local law or regulation, including any financial wrongdoing, should immediately report the violation to the President to allow the organization to investigate and, if applicable, correct the situation or condition.

If the President is involved or is believed to be involved in the matter being reported, employees or members may, in the alternative, make a report to the Board of Directors. HFMA will conduct an investigation and take appropriate action within a reasonable period of time. Such complaints will be held in confidence to the extent the needs of the investigation permit.

If the violation of federal, state, or local law or regulation, or financial wrongdoing, concerns an HFMA chapter, the member (or the chapter employee, if applicable), should report the violation to the Chapter President. If the Chapter President is involved or is believed to be involved in the matter being reported, the violation should be reported to HFMA’s President.

“Financial wrongdoing” may include, but is not limited to:

- questionable accounting practices;
- fraud or deliberate error in financial statements or recordkeeping;
- deficiencies of internal accounting controls;
- misrepresentations to company officers or accounting personnel.

If any member or employee reports in good faith what the member or employee believes to be a violation of the law and/or financial wrongdoing to an HFMA chapter or HFMA, its legal counsel, or to a federal, state, or local agency or assists in an investigation concerning financial wrongdoing, it is HFMA's policy that there will be no retaliation taken against the member or employee.

Members and employees are reminded of the importance of keeping financial matters confidential. Members and employees with questions concerning the confidentiality or appropriateness of disclosure of particular information should contact the Chapter President or HFMA National Secretary/Treasurer as identified in the HFMA National website.

Communication of the Chapter's Whistleblower Policy is performed by the Treasurer by posting the Chapter's Policies and Procedures on its website.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Conflict of Interest Policy

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**Approval Date:** April 20, 2009

**Revision Date:** \_\_\_\_\_

**Revision Date:** \_\_\_\_\_

**Revision Date:** \_\_\_\_\_

**Article I - Purpose:**

The purpose of the conflict of interest policy is to protect the interests of this tax-exempt organization, (the “Organization”), when it is contemplating entering into a transaction or arrangement that might benefit the private interest of an officer or director of the Organization or might result in a possible excess benefit transaction. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

**Article II – Definitions**

**1 Interested Person**

Any director, principal officer, or member of a committee with governing board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.

**2 Financial Interest**

A person has a financial interest if the person has, directly or indirectly, through business, investment or family:

- a. an ownership or investment interest in an entity with which the Organization has a transaction or arrangement,
  - b. a compensation arrangement with an entity or individual with which the Organization has a transaction arrangement, or
  - c. a proposal ownership or investment interest in, or compensation arrangement with, any entity or individual with which the Organization is negotiating a transaction or arrangement.
- Compensation includes direct or indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article II, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate governing board or committee decides that a conflict of interest exists.

### Article III – Procedures

- a. In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and members of committees with governing board delegated powers considering the proposed transaction or arrangement.
- b. The remaining board or committee members shall decide if a conflict or interest exists.
- c. After disclosure of the financial interest and all materials facts, and after any discussion with the interested person, he/she shall leave the governing board or committee meeting while the determination of a conflict of interest is discussed and voted upon.
- d. An interested person may make a presentation at the governing board or committee meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest.

Communication of the Chapter’s Conflict of Interest Policy is performed by the Treasurer by posting the Chapter’s Policies and Procedures on its website.

Healthcare Financial Management Association  
Resolution on Conflict of Interest  
For Board of Directors

Federal and state laws, as well as ethics demand that officers and governing board members of organizations and associations who make or can influence decisions for or on its behalf act with complete fidelity to the association and its members. Any duality or conflict of interest should be the subject of deliberate concern and continual review. Full disclosure by the individual(s) in the case of a duality or conflict of interest must be an established standard of conduct by all association board of directors.

The Board of Directors of the Healthcare Financial Management Association, individually and collectively, adopts the following resolution binding each member of that Board to the full intent of the resolution.

WHEREAS, The proper governance of any professional association depends on the governing board members who give of their time for the benefit of their members; and

WHEREAS, The giving of this service, because of the varied interests and backgrounds of the governing board members, may result in situations involving a dual interest that might be interpreted as conflict of interest; and

WHEREAS, This service should not be rendered impossible solely by reason of duality of interest or possible conflict of interest; and

WHEREAS, This service nevertheless carries with it a requirement of loyalty and fidelity to the association served, it being the responsibility of the members of the board to govern the association’s affairs honestly and economically, exercising their best care, skill, and judgment for the benefit of the members and association; and

WHEREAS, The matter of any duality of interest or possible conflict of interest can best be handled through full disclosure of any such interest, together with noninvolvement in any vote wherein the interest is involved;

**NOW THEREFORE BE IT RESOLVED:** That the following policy of duality and conflict of interest is hereby adopted:

1. Any duality of interest or possible conflict of interest on the part of any board member should be disclosed to the other members of the board and made a matter of record, either through an annual procedure or when the interest becomes a matter of board action.
2. Any board member having a duality of interest or possible conflict of interest on any matter should not vote or use his/her personal influence on the matter, and he/she should not be counted in determining the quorum for the meeting, even where permitted by law. The minutes of the meeting should reflect that a disclosure was made, the abstention from voting, and the quorum situation.
3. The foregoing requirements should not be construed as preventing the board member from briefly stating his/her position on the matter, nor from answering pertinent questions of other board members since his/her knowledge may be of significant assistance.

**BE IT FURTHER RESOLVED:** That this policy be reviewed at the beginning of each fiscal year for the information and guidance of board members, and that any new member be advised of the policy upon entering on the duties of his office.

I, \_\_\_\_\_ (print name) have read and understood the above resolution and my signature below indicates my willingness and commitment to abide by the spirit and intent of this resolution.

\_\_\_\_\_  
(see annual signed copies)  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chapter Name

\_\_\_\_\_  
Board Position



## **Section II. Financial Policies and Procedures**

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** **Financial Review**

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**Approval Date:** December 14, 2004

**Revision Date:** May 20, 2008

**Revision Date:** May 25, 2010

**Revision Date:** August 23, 2011

**Purpose:**

To ensure internal control and the safeguarding of the Chapter's assets.

**Policy:**

The Chapter's financial statements and internal control system should be reviewed by a qualified accountant within 45 days of each fiscal year end.

**Procedure:**

- The Chapter Board of Directors is to select the qualified accountant. The Board should consider the selection of a new qualified accountant every 3 years.
- The selected qualified accountant will perform Agreed Upon Procedures Review OR a Chapter Financial Review at the discretion of the Board annually. The qualified accountant will present a draft of his/her findings to the Chapter's officers by July 15.
- Final Report on the Agreed Upon Procedures Review or the Chapter Financial Review should be presented by the qualified accountant to the Board during the September meeting.
- The Final Report, including financial statements, are to be made available to Chapter members upon request. See Appendix 3 for Agreed Upon Procedures or Financial Review Program.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**            **Banking**

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**Approval Date:**    December 14, 2004

**Revision Date:**    \_\_\_\_\_

**Purpose:**

To ensure internal control and the safeguarding of the Chapter's assets.

**Policy:**

The Chapter Treasurer shall maintain all checking and investment accounts in a financial institution covered by FDIC insurance with authorized signatures for the withdrawal of those funds.

- Said funds are to be invested in any institution covered by FDIC.
- The Treasurer and President will have check-signing authority on all checking and investment accounts. The out-going Treasurer will initiate the transition of authorized signers by June 10 of each fiscal year.
- Investment transactions are to be reported by the Treasurer to the Board at each meeting.
- Investments maturing in excess of six months require prior Board approval by a majority of its members. See Appendix 4 for NH-VT Chapter Investment Policy.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Accounting Procedures

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**Approval Date:** December 14, 2004

**Revision Date:** May 25, 2010

Revision Date: August 23, 2011

**Purpose:**

To ensure internal control and the safeguarding of the Chapter's assets.

**Policy:**

Chapter accounting procedures and system of internal control are established by the Board of Directors. Chapter officers will review the procedures annually and recommend changes to the Board as appropriate.

- The Treasurer will meet annually with Chapter officers to review the recommendations from the Final Report on the Review OR the Chapter Financial Review and the Chapter's accounting procedures.
- The Treasurer will then present a report, including any recommended procedural changes, to the Board at the next meeting.

**Procedure:**

See Appendix 5 for the NH/VT Chapter Internal Control System.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Accounts Receivable

---

**Approval Date:** December 14, 2004

**Revision Date:** June 17, 2008

**Revision Date:** May 25, 2010

**Purpose:**

To ensure internal control and the safeguarding of the Chapter's assets.

**Policy:**

Amounts are deemed collectible and are recorded as Accounts Receivable for individuals who registered for education programs without payment and did not cancel within the specified number of days.

**Procedure:**

Procedure for addressing outstanding accounts receivable from individuals who registered for education programs without payment and did not cancel within the specified number of days:

1. If payment is not received within 7 days of the education program creating the receivable, the Treasurer will approve an email with invoice attached to be sent by the Accountant to the registrant requesting payment.
2. If payment is not received within 30 days of the request letter, the Treasurer will phone the registrant requesting payment and a second invoice will be sent if the Treasurer is unable to contact the registrant.
3. If payment is not received within 90 days of the education program, there will be a recommendation that the account be written off as bad debt.
4. The outstanding account will be noted on registration lists for subsequent education programs. Program coordinators working at the registration table will make note of individuals attending subsequent programs and remind them of the outstanding account.
5. Accounts Receivable Management and Bad Debt Write-Off – An allowance for doubtful accounts will be established at the end of the fiscal year for receivables estimated to be uncollectible. Bad debts expense will be charged for the amount that relates to that fiscal year. In the subsequent year, accounts deemed to be uncollectible will be written off to the allowance account.
6. Accounts receivable reports will be prepared and reviewed monthly by the Board to help with delinquent collections.

7. The Treasurer is authorized to write-off program accounts receivable revenue up to the amount of a non-member registration payment for each educational program offered.
8. Any corporate sponsorship write-off should be discussed and approved by the Board.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**           **Taxes**

---

**Approval Date:**    December 14, 2004

**Revision Date:**    June 17, 2008

**Purpose:**

To comply with federal and state tax regulations according to guidelines provided by National HFMA.

**Policy:**

**Key Issues**

- HFMA and all of its chapters are exempt from Federal Income Tax under Section 501(a) of the Internal Revenue Code as organizations described in Section 501(c)(6).
- Chapters are required to pay state sales tax.
- Sponsorship revenue is not taxable provided that recognition of the sponsor is limited to acknowledgment of the gift. Any sponsorship revenue acknowledgment that offers more than recognition of the sponsorship should be classified as advertising revenue. This revenue should be reported as unrelated business income for tax purposes and therefore reported as advertising revenue.
- Exhibits are considered to be part of the chapter's education programming and, as such, are not subject to unrelated business income tax.

**Federal Tax ID Number**

- Each chapter has its own Federal ID number which should be used when establishing any accounts, or when completing Federal Form W-9 at the request of sponsors.
- The NH-VT Chapter's Federal Tax ID Number is: 20-8791030

**Federal Form 990-Group Return**

HFMA National is required to file an annual federal 990-group return. Including chapters in the group return eliminates the need for chapters to file separately.

**Procedures:**

The outgoing Chapter Treasurer is responsible for filing the following information with HFMA National related to the fiscal year for which the position was held:

- Authorization to be included in group tax return due August 1<sup>st</sup>
- Consolidated group tax return information due August 1<sup>st</sup>
- Official address form due August 1<sup>st</sup>

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**            **Operating Budget**

---

**Approval Date:**    December 14, 2004

**Revision Date:**    August 23, 2011

**Purpose:**

To assist the Chapter Treasurer and other Chapter leaders in operating their chapter in a sound financial manner.

**Policy and Procedure:**

The Treasurer will prepare an operating budget for submission to the Board of Directors at the May meeting for approval. The chapter annual budget is a DCMS charter requirement and is due June 1.

By January 15 -	Treasurer solicits individual budget requests from officers and committee chairs
By February 15 -	Individual budget requests are submitted to Treasurer
By March 15 -	Treasurer prepares draft budget for discussion with officers
By April 15 -	Treasurer presents draft budget for discussion to Board of Directors
By May 15 -	Board of Directors approves budget
By June 1 -	Treasurer submits approved budget to National HFMA

**Key Budget Issues:**

- The Chapter will be operated on a positive cash flow basis.
- Contribution to equity of 5% will be budgeted through Increase in Net Assets, giving consideration to whether or not the Chapter has achieved its targeted Cash on Hand goals. In the event that a 5% goal is not achievable, a lower contribution may be approved by a vote of the Board.
- An annual education program budget will be prepared including a target of 20% profit margin, to be adjusted by the Board in any given year based on overall financial plan. As part of the budgeting process, the Treasurer will recommend a charge structure for educational program registration fees at the beginning of the Chapter year.
- Non-budgeted Airfare expense - Airfare is capped at \$500 per the Travel Policy. Exceptions will be made, for good cause, for events that increase the amount past the \$500 budgeted amount with approval by the President.
- Other non-budgeted expenditures over \$500 may be verbally approved by a majority of the directors. Each expenditure must be supported by a written memo and approved by the President

before any money is disbursed. Such approvals must be submitted to the full Board of Directors for formal approval at the next regular Board meeting.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**            **Reporting**

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**Approval Date:**    December 14, 2004

**Revision Date:**    May 25, 2010

**Purpose:**

To keep Board of Directors and other Chapter members informed of the financial position and activities of the Chapter.

**Policy:**

The Treasurer shall prepare monthly and year-to-date financial statements showing the operations of the Chapter. First quarter and monthly reports shall include, at a minimum, an income statement and a balance sheet prepared on the accrual basis. Annual report on May 31 should also include a statement of cash flows.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**           **Credit Card**

---

**Approval Date:**    May 3, 2002

**Revision Date:**    December 14, 2004

**Revision Date:**    June 17, 2008

**Retire Date:**        January 1, 2010

**Purpose:**

To ensure internal control and the safeguarding of the Chapter's assets.

**Policy and Procedure:**

The NH-VT Chapter will provide a credit card to each of the officers of the Chapter: President, President-Elect, Secretary, Treasurer and Immediate Past President. Officers have the option of refusing the credit card.

The credit card is to be used for reimbursable HFMA travel expenses or approved program expenses only. Policies established by the Chapter for reimbursable travel expenses apply in the use of the credit card. The card has a credit limit of \$2,000 for the President and Immediate Past President and \$1,500 for the President-Elect, Secretary and Treasurer and cannot be used for cash advances.

**Responsibilities of Credit Card Holders**

When travel expenses have been charged to the credit card, the traveler needs to submit an expense report within 10 days to the Chapter Treasurer listing the itemized expenses as well as their name, the purpose of the travel, the dates of travel and the travel destination. Credit card vouchers should be attached to the expense report. Expense reports should be submitted within 10 days so that late fees are not incurred. See Appendix 6 for Expense Report form.

Program expenses to be charged against an HFMA credit card are to be approved prior to being incurred. The officer needs to submit an expense request to the Chapter President listing the items for purchase, purpose and date(s) of the program. Upon return of signed approval, credit card purchases may be made. Credit card vouchers should be attached to the expense report and forwarded to the Chapter Treasurer. Expense reports should be submitted promptly so that late fees are not incurred.

Administration of Credit Cards

HFMA accounting support personnel will be responsible for preparing the checks for payment of individual credit card bills. (The address on all credit cards will be the accounting support's address.) The check and a copy of the credit card bill will be sent to the Treasurer for approval, signing and mailing.

The Chapter Treasurer will be responsible for the following functions:

- 1) Compare credit card bill to check, note approval, sign checks and mail.
- 2) Approve the payment of credit card bills by reviewing expense reports for allowable expenses, and then comparing expense report and vouchers with the credit card bill. Resolve discrepancies in allowable charges. Indicate accounts to be charged for expenses.
- 3) Apply for the incoming Treasurer's credit card to be in effect by June 1 of the Chapter fiscal year that the individual holds the office of Treasurer.
- 4) Cancel the outgoing Immediate Past President's credit card effective May 31 of the Chapter fiscal year that the individual holds the office of Immediate Past President.
- 5) Obtain signed agreements from officers upon issuance of credit cards stating that the cardholder agrees to the credit card policies as established by the Chapter. Provide a copy of the agreement to the cardholder.

**NH-VT Chapter of HFMA  
Credit Card Agreement**

\_\_\_\_\_ has been issued a credit card to be used for HFMA travel expenses. The credit card will be in effect for as long as he/she holds the office of Treasurer, Secretary, President-Elect, President or Immediate Past President.

Signed \_\_\_\_\_

Date \_\_\_\_\_

I agree to the credit card policies as established by the NH-VT Chapter (attached).

Signed \_\_\_\_\_

Date \_\_\_\_\_

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Major HFMA Events

---

**Approval Date:** May 3, 2002

**Revision Date:** December 14, 2004

**Revision Date:** May 20, 2008

**Revision Date:** August 20, 2010

**Purpose:**

There are a number of HFMA events which require Chapter leader(s) attendance. These events are listed below, as well as the Chapter's policy with regard to payment of associated expenses and the leaders who typically attend. The Chapter's Travel Policy covers the events on this page; i.e., attendance at meetings and conferences is supported by the Chapter for the express purpose of enhancing the goals of the Chapter.

**Policy:**

The Chapter's budget will reflect funds to reimburse the listed member(s) for the following events. Attendance by all listed member(s) is subject to annual approval by the Board of Directors and adequate Chapter funds.

Fall Presidents' Meeting	President President-Elect Immediate Past President***	100% of out-of-pocket expenses (travel, lodging and meals) for all attendees
Leadership Training Conference	Incoming President Incoming President-Elect Incoming Secretary Incoming Treasurer Incoming Newsletter Chairperson Incoming Membership Chairperson Incoming Education Chairperson	100% of out-of-pocket expenses (travel, lodging and meals) for all attendees     Immediate Past President
Annual National Institute	President-Elect President Immediate Past President	Tuition** Tuition**, travel, lodging and meals Tuition**, travel, lodging and meals
Region 1 Conference	Immediate Past President**** President****	Registration, travel, lodging and meals (to the extent not reimbursed by

President-Elect\*\*\*\*

Region 1) for all attendees

- \* Subject to annual approval by the Board of Directors and adequate Chapter funds
- \*\* Conference package (does not include pre-conference)
- \*\*\* Subject to invitation by host of meeting
- \*\*\*\* Or designee if officer unable to participate in design and production of the conference

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**            **Region 1 Event Planning**

---

**Approval Date:**    December 14, 2004

**Revision Date:**    \_\_\_\_\_

**Purpose:**

Region 1 produces an annual educational conference. Each chapter in the region has the responsibility to participate in the design and production of the event.

**Policy:**

- The Immediate Past President is assigned the lead position representing the NH-VT Chapter in the Region 1 event.
- Other members of the committee will consist of the President and the President-Elect and other members as deemed appropriate.
- Tasks to be performed by each chapter will change from year to year as determined by the current Regional Executive. It is the responsibility of the Immediate Past President to coordinate the completion of assignments and report to the Regional Executive.
- Chapter Travel Policy will apply to members of this team.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**           **Travel Policy**

---

**Approval Date:**    May 3, 2002

**Revision Date:**    December 14, 2004

**Revision Date:**    August 11, 2005

**Revision Date:**    May 25, 2010

Revision Date:       August 23, 2011

**Purpose:**

To provide guidelines for travel reimbursement for Chapter leaders.

**Policy:**

**Statement of General Policy**

It is recognized that reasonable and necessary expenses must be incurred by volunteers in the conduct of business for the NH-VT Chapter of HFMA. However, it is expected that funds will be used with discretion and only to the extent necessary to enhance and further the goals of the NH-VT Chapter of HFMA. It is the responsibility of each Chapter volunteer incurring such expenses to exercise such discretion.

**Mileage Reimbursement**

When your personal car is used for Chapter travel in conjunction with Regional and National functions, mileage will be reimbursed at the IRS approved rate per mile.

**Car Rentals**

The use of a rental car must be justified as an economical need and not as a matter of personal convenience. All car rentals must be approved in advance by the Chapter President. If personal use is combined with Chapter business, the Chapter will reimburse the member for the number of days used for Chapter business only.

All rentals will be at the lowest possible rate per day. HFMA has negotiated discounts with major car rental agencies. When available, these car rental agencies should be used to obtain discounts. All rentals should be for mid-size cars or smaller. When traveling in groups, sharing of cars will be practiced to

minimize cost. When three or more persons are sharing a rented vehicle, the traveler may upgrade to the next size vehicle.

The option for Collision/Loss Damage Car Rental Insurance offered at the time of rental should be exercised if the member's personal automobile insurance does not cover rental insurance.

When returning rented vehicles, you should (1) refuel the gas tank to avoid costly gasoline charges imposed by the car rental vendors, (2) return the car to the original rental location to avoid drop-off charges and (3) verify that you were charged the correct rate. If the above procedures are not followed, the volunteer may be responsible for payment of extra charges incurred.

### Air Transportation

**Class of Service:** All volunteers are expected to travel coach class.

**Airfare:** Allowable airfare for all events will be capped at \$500. Exceptions will be made for good cause with approval by the President.

Meetings that are scheduled to start or end before reasonable travel time may require an additional overnight stay before or after the meeting period. If approved, the Chapter will reimburse the traveler for the expenses incurred for the extra day(s) including meals, lodging and car rental if approved.

**Frequent Flyer Programs:** All rewards for frequent travel or other business bonuses that accrue will belong to the traveler. The routing of air travel should not be designed to benefit any Frequent Flyer Program, unless there is no difference in cost. The lowest available airfare should be accepted regardless of airline carrier.

### Lodging

**Reservations:** Reservations should be made timely to take advantage of HFMA room block rates.

**Class of Accommodations:** Standard rooms at reasonably priced hotels are reimbursable under the NH-VT Chapter policy. Suites or luxury accommodations are not reimbursable under the NH-VT Chapter policy. Should more than one HFMA room block rate be offered, the higher rate is considered an upgrade and must be approved in advance of the reservation by the Board. Unless sharing the room with another Chapter volunteer, reimbursement of hotel rooms should be requested at the single occupancy rate.

It is customary that rooms are guaranteed for late arrival traveling. Travelers should cancel the room reservation by the designated time to avoid a "no-show" charge. If the cancellation is made directly with the hotel, travelers are advised to request and retain a "cancellation number" as documentation of the transaction.

Actual charges, supported by receipts, for overnight lodging are to be submitted for reimbursement.

### Other Charges

The NH-VT Chapter will not pay for non-business related miscellaneous charges incurred during Regional or National travel except as noted in this policy.

Travelers are entitled to be reimbursed for one long distance call home per day while traveling on Chapter business. They should utilize their business or personal telephone calling card, or cell phone, at all times while traveling on chapter business to avoid costly fees.

Travelers may need to use the internet while away on Chapter Business. In instances that the hotel does not provide complimentary access for guests, the chapter will reimburse volunteers for internet charges. These charges are not to exceed \$20 per day.

Any charges incurred as a result of spouse, dependents or travel companions should be deducted before submitting an expense report.

### Meals

**Personal Meals:** Volunteers traveling out-of-town on Chapter business are reimbursed for meal expenses (breakfast, lunch, dinner) that are reasonable, appropriate and supported by a receipt. It is not intended that the Chapter will reimburse travelers beyond reasonable limits when, for personal reasons, they elect to visit deluxe restaurants or nightclubs. In addition, it is not intended that the Chapter will reimburse travelers who elect to incur meal expenses when meals are provided by the conference and covered by the registration fee.

### Incidental Travel Expenses

The following incidental expenses, when directly related to business travel, are reimbursable:

Tips: Guidelines for tips are as follows - 15-18% at restaurants; \$1.00 per bag portage.

Local Telephone Calls

Parking

### Other Non-typical Travel Expenses

On occasion it may be necessary to incur expenses that are not typical travel expenses. For example, it may be appropriate to request reimbursement for a towing charge for a broken down vehicle while on an authorized trip. In order to be reimbursed, a receipt and explanation for the expense must be submitted and will be reviewed for approval by the Chapter Treasurer.

### Non-Reimbursable Expenses

The following expenses are not reimbursable:

Alcoholic beverages

- Baby-sitter costs
- Airline club dues
- Barber/Hairstylist
- Traffic fines
- In-flight movies/refreshment
- Hotel room movies
- Luggage, briefcases
- Late fees for registration

### Reimbursement of Travel Expenses

To be reimbursed for travel expenses, the traveler needs to submit an expense report to the Chapter Treasurer within 10 days after the travel is completed. See Appendix 6 for expense report format to be used. Email accounting support personnel to get an electronic version of the expense report. The report should include the traveler's name, the purpose of the travel, the dates of travel and the travel destination.

### Documentation for Travel Expense Reimbursement

Receipts are required for all reimbursable expenses over \$25. Charge card receipts are acceptable documentation.

### Reimbursement in Advance of the Event

Pre-payment by the traveler of certain travel expenses, such as airfare paid in advance, may be reimbursed when incurred. The request should be in the same format as described above.

Costs such as ANI registration fees and written reservation requests can be submitted to the Treasurer for direct payment with a Chapter disbursement.

Note that in all cases payments will be processed by accounting support and signed by the Chapter Treasurer before mailing.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Chapter Scholarship Policy

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**Approval Date:** May 25, 2010

**Revision Date:** August 23, 2011

**Purpose:**

To provide guidelines for managing and financing the Chapter Scholarship Program

**Policy:**

The Chapter will offer scholarships to students through its Christopher F. Weinheimer Scholarship program, Marianne Fairall Scholarship program and Continuing Education Scholarship program. The Chapter will budget annually the amount expected to be distributed according to the scholarship program guidelines.

**Procedures:**

- The Scholarship Committee Chair will maintain the history of the scholarship program and learn who the current contacts are at UNH and UVM.
- Scholarships requiring applications are submitted to the Scholarship Committee Chair.
- The Scholarship Committee Chair will recommend an amount to be budgeted annually, forwarding that information to the Treasurer in March when the budget is being prepared.
- Scholarship awards must be approved by the board as follows:
  - Christopher F. Weinheimer Scholarship – Board approval takes place at the time the budget is approved for the subsequent year
  - Marianne Fairall and Continuing Education Scholarships – For recipients who are receiving their initial award, the Scholarship Committee will recommend Board approval prior to any distribution. In subsequent years any award to these individuals is then subject to continuing Board approval through the normal budget process.
- Scholarship distributions are as follows:
  - - Christopher F. Weinheimer Scholarship – April 1
  - -Marianne Fairall Scholarships - directly after Board approval
  - -Continuing Education Scholarships are normally distributed on October 1 and April 1 for the following academic term.
- The Chapter maintains a Board Designated Money Market Fund with a balance adequate to fund expected scholarship distributions. Additions to the Fund derive from an allocation of \$10 per

paid registrant at Chapter education programs. Deductions from the Fund result from scholarship distributions.

- The Treasurer will maintain a monthly rollforward of scholarship fund activity; beginning balance plus scholarship income less scholarship distributions equals ending balance.
- At its discretion the Board may waive the \$10 per registrant funding when resources are deemed adequate.

### **Section III. Education Program Policies and Procedures**

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Program Co-Sponsoring

---

**Approval Date:** May 3, 2002

**Revision Date:** December 14, 2004

**Purpose:**

To provide guidelines for Chapter leaders when co-sponsoring events with other organizations or other HFMA Chapters.

**Policy:**

The Chapter will prepare an agreement in writing when co-sponsoring an event with another organization or association. This agreement must cover the following items:

- Responsibility for administrative details (typing and distribution of program announcement, advertisement and promotion, budgeting and accounting, facilities, program registration and registration table)
- Use of HFMA and co-sponsoring organization logo and under what circumstances
- Risk sharing
- Revenue sharing
- Expense sharing
- Timeframe established for settling of risk sharing
- DCMS Attendance Sharing
- DCMS Reporting

This agreement must be approved by the Board of Directors before it is executed on behalf of the Chapter by its President.

(See Appendix 7 for sample agreements)

**New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Handout Materials for Educational Events

---

**Approval Date:** May 3, 2002

**Revision Date:** December 14, 2004

**Revision Date:** June 17, 2008

**Policy:**

- In order to provide copies of handout materials – education program slides, list of attendees, etc. - to anyone for an education session, the individual must have registered and paid for the educational session.
  
- List of attendees may contain the following information –
  - Name and Certification
  - Position
  - Organization
  - Organization address

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Complimentary Registration Fees

---

**Approval Date:** December 14, 2004

**Revision Date:** June 17, 2008

**Revision Date:** August 23, 2011

**Policy:**

Coordinators of regular monthly educational programs who have significant responsibility for the work involved in coordinating the program will receive complimentary registration.

Complimentary registration will be allowed for the program coordinator if there is only one individual responsible for the program. In the case of multiple program coordinators, the program committee co-chair assigned to the specific program will assess, through discussion with all program coordinators (or the lead coordinator at the program committee co-chair's discretion based on their knowledge of the progress on the specific education program), who has been "active" in developing the program (i.e., set-up speakers, developing content for the program, etc.) to determine if the level of activity warrants a complimentary registration.

The Program Committee Chairperson (or Co-Chair) will receive complimentary registration for all chapter education programs. In the case of the education program that includes the annual meeting of the membership and awards ceremony either at the beginning of the program, during lunch or directly following the education program, the incoming and outgoing chapter officers will also be provided with a complimentary education program registration.

Even when the fee is waived, submitting a registration form is required to facilitate planning for number of meals, preparation of attendance lists, name tags, etc. Once the Program Committee Chairperson, or Co-Chair, as determined the individuals who have significant responsibility for the work involved in coordinating the program the individuals will be provided with a code they may use when registering for the program through CVENT.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Responsibility for Contracting With Hotels and Speakers

---

**Approval Date:** December 14, 2004

**Revision Date:** August 24, 2006

**Revision Date:** August 23, 2011

**Policy:**

**Hotels:**

- During the Education Planning Session a tentative schedule for the following year's educational programs will be developed. Using that tentative schedule, the Program Co-Chair and Program Coordinators will select locations for the education events.
- The Program Co-Chair will negotiate the contracts with hotels as appropriate. (In some cases, such as Grappone Center contracts, a deposit will be required.)
- Any changes in dates or locations requested by Program Coordinators must be approved, and new contracts executed, by the Program Co-Chair.

**Speakers:**

- The Program Co-Chair will approve and sign all program speaker contracts.
- Approved expenses include:
  - Speaker's travel and lodging
  - Photocopy expenses for handouts
- If the speaker requests a fee, approval by the Board is required.
- If the speaker fee results in a loss in the program budget at regular registration fees, increased registration fees should be considered and discussed with the Board.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:**            **Responsibility for Closing Registration**

---

**Approval Date:**    December 14, 2004

**Revision Date:**    June 17, 2008

**Revision Date:**    August 23, 2011

**Policy:**

The Program Co-Chair is responsible for closing registration when informed by the Program Coordinators that capacity has been reached for seating at the program location. Program Co-Chair and Coordinators will factor into the decision the historical attendance rate for the particular location, season of year, weather forecast and popularity of program speaker/topic. (For example, capacity registration may be exceeded by 25% if only 80% attendance is anticipated.) A waiting list may be kept pending cancellations or additional space negotiated with the facility.

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** Education Planning Guide and Checklist

---

**Approval Date:** December 14, 2004

**Revision Date:** August 23, 2011

**Purpose:**

**Policy:**

**Procedure:**

See Education Planning Guide in Section 12 of the *Chapter Operations Manual* for further guidance related to Education Programs.

## **Appendices**

**Appendix 1 – Policy Format**

**Healthcare Financial Management Association  
New Hampshire-Vermont Chapter  
POLICY AND PROCEDURE**

**Policy Title:** \_\_\_\_\_

**Approval Date:** \_\_\_\_\_

**Revision Date:** \_\_\_\_\_

**Purpose:**

**Policy:**

**Procedure:**

## Appendix 2

### HEALTHCARE FINANCIAL MANAGEMENT ASSOCIATION RETENTION SCHEDULE

<b>ACCOUNTING</b>	<b>YEARS</b>
Accounts Payable Ledger	7
Accounts Receivable Ledger	7
Audit Reports	P
Balance Sheets	P
Bills, Paid	7
Cash Books	P
Cash Disbursements	P
Cash Payroll	P
Cash Receipts	P
Cash Register	10
Check Stubs	7
Checked, Cancelled	7
Payroll	7
Petty Cash	7
Correspondence	5
Memos, Credit	7
Debit	7
Expense Records	7
Financial Statements	P
Invoices	7
Journals & Ledgers	P
Notes Paid	P
Operating Statements	P
Payroll Journals	10
Petty Cash Reports	7
Trial Balances	P
Accounts Payable	7
Accounts Receivable	7
General Ledger	P
Voucher Register (Journal)	P
<b>ADVERTISING</b>	
Contracts	5
Correspondence	2
Drawing & Artwork	2
<b>BANK DEPOSIT</b>	
Signature Authorized	P
Statements	7
Deposit Books	3
Slips	3
Reconcilements	3
<b>BUDGET</b>	
Authorizations	7
Statistical	7

<b>CORPORATE PAPERS</b>	<b>YEARS</b>
Articles of Incorporation	P
Charter	P
Constitution & Bylaws	P
Documents with Register	P
Minute Books	P
<b>CORRESPONDENCE</b>	
General	2
<b>INSURANCE</b>	
Accident	8
Fidelity	8
Fire	8
Hospital	7
Inspection Certificates	7
Liability	8
Workmen's Compensation	10
<b>INVENTORY</b>	
Inventory Control	7
Plant & Fixtures	P
<b>LEGAL</b>	
Contracts	10
Customers (non-government)	10
Government Contracts	4
Employees	P
Royalties	P
Claims and litigation files	10
Copyright, patent and trademark registration	P
<b>PERSONNEL</b>	
Applications	1
Earning Records	P
Employment Releases	P
Employee contracts	10
Garnishments	10
Government reports	6
Insurance, Hospital	7
Payroll Analysis	7
Pensions	P
Service Records	P
Time Cards	5
Wage Rate Changes	8
<b>PROPERTY</b>	
Inventories	P
Depreciation records	P
<b>PUBLIC RELATIONS</b>	
Annual Reports	P

**PURCHASING**

Correspondence	5
Invoices	7
Purchase Orders	7

**SALES**

Purchase Journal/Register	7
Accounts Receivable Register	7
Correspondence	5
Customer Orders	7
Invoices	7
Remittance Statements	2
Sales Journal/Register	7
Summaries of Expense	7

**TAXES**

Income	P
Property	P
Sales	P
Social Security	P
Withholding Certificates	P
Payroll Tax Returns	4

**TRAFFIC DEPARTMENT**

Bills of Lading	4
Freight Bills	4



### **Appendix 3**

#### **Agreed Upon Procedures or Financial Review Program**

A qualified accountant will perform either an Agreed Upon Procedures Review or a Chapter Financial Review at the discretion of the Board annually. The Agreed Upon Procedures Program is described below. The Chapter Financial Review program is provided annually by National FHMA in the Treasurer's Toolkit on the HFMA Website.

1. Read and test the mathematical accuracy of the financial statements
2. Compare the format of the statements to the AICPA presentation guidelines
3. Inspect education program schedules for evidence of proper control over revenue and cash receipts in accordance with internal control procedures
4. Inspect accounts payable file for evidence of proper control over expenses and cash payments in accordance with internal control procedures
5. Inspect credit card invoices for evidence of proper use of credit cards according to Chapter travel policies
6. Inspect monthly bank reconciliations for evidence of cash control
7. Inspect monthly investment summaries with investment schedules for evidence of controls. Compare balance on year-end statement with amount reported on balance sheet.
8. Compare the following schedules with amount reported on financial statements:
  - a. Accounts receivable
  - b. Prepaid expenses
  - c. Accounts payable
  - d. Deferred revenue
9. Review prior year comments to ensure issues were addressed and resolved.
10. For any questions, please contact the Chapter Treasurer, Accountant or President.
11. Please address your findings to "Board of Directors, NH-VT Chapter of HFMA"

## Appendix 4

### NH-VT Chapter Investment Policy

#### **Description**

The purpose of this Investment Policy is to establish an appropriate set of objectives and goals regarding the investment of the assets of the NH-VT Chapter of Healthcare Financial Management Association (NH-VT HFMA, the Chapter).

**Accountability to:** The Board of Directors

#### **Responsibilities**

**NH-VT HFMA Board of Directors:** The Board maintains the ultimate fiduciary responsibility for the investment of Chapter assets. The Board shall approve an appropriate Investment Policy Statement for the Chapter.

#### **Investment Objectives**

The Chapter's investment objectives are the following:

1. Protecting the corpus of the fund(s)
2. Obtain adequate investment returns to meet the cash flow needs of the Chapter
3. Comply with applicable law(s)

#### **Investment Policy**

The Policy of the Chapter is to invest excess cash in investments that will yield a current market rate of return and be liquid enough to support the cash flow needs of the Chapter.

At the end of each budget cycle, the Treasurer will project the cash flow needs for the following year on a monthly basis to determine when excess cash may be invested or when there may be a need to transfer monies from the investment account into the operating account.

## Appendix 5

### NH-VT Chapter Internal Control System

#### Overview

The Chapter Treasurer has overall responsibility for the recording and reporting of the Chapter's financial activities. The Treasurer reports at each Board Meeting held from June through May. Treasury and Accounting Support Services contact maintains the general ledger (QuickBooks online computer system) using the accrual basis of accounting.

#### Revenues and Cash Receipts

1. Program Revenue
  - a) Registration is completed online through CVENT. Fees are paid by credit card through CVENT or by check to the Chapter Support Services contact. Checks are copied and attached to registration forms and filed by program.
  - b) CVENT receipts are processed by First Data Merchant Services and deposited in the Chapter's checking account.
  - c) Registration lists are prepared by CVENT and Chapter Support Services for each program listing member or non-member status and fee submitted.
  - d) Checks are prepared for deposit by Chapter Support Services.
  - e) A reconciliation of program attendees is prepared by Chapter Support Services and sent to the Treasury and Account Services contact.
  - f) The program reconciliation is prepared by Treasury and Accounting Services Contact, and emailed to the Chapter President, Chapter Treasurer and Education Program Co-Chair for review.
  - g) The Treasury and Account Services contact posts the journal entry to record program revenue; other revenue, if applicable; accounts receivable; and cash.
  - h) The Treasury and Account Services contact posts an entry allocating scholarship income related to the program at \$10 per paid registrant. The total amount is transferred to Board Designated Money Market from the undesignated Money Market. Cash is not transferred from the checking account for this purpose. The Board may at its discretion suspend such activity.
2. Corporate Sponsorship Revenue
  - a) Corporate Sponsorship Committee Chair prepares the list of potential sponsors in October and requests for sponsorships are mailed.
  - b) Checks are submitted to Chapter Support Services for deposit, and a reconciliation of revenue is prepared and submitted to Treasury and Account Services contact for posting to the General Ledger.
  - c) Sponsorship Revenue is posted to the General Ledger only as cash is received.
  - d) Activity is monitored by the Corporate Sponsorship Committee Chair.
3. Other revenue
  - a) All other revenue is monitored by the Chapter President and Chapter Treasurer for proper posting (appropriate account, amount and period recorded).
4. Cash Receipts
  - a) Bank reconciliations are prepared monthly by Treasury and Account Services contact and reviewed by the Chapter Treasurer.
  - b) Cash is deposited by Chapter Support Services at the Mascoma Savings Bank, Hanover, NH.

- c) The Treasurer monitors aging and collecting of Accounts Receivable.
  - 5. Review – The Chapter Treasurer reviews activities related to revenues and cash receipts monthly.

## Expenses and Cash Payments

1. Program expenses – Expenditures are approved by the Chapter Treasurer or Chapter President using information provided by the Education Program Coordinator or the Education Program Co-Chair.
2. Chapter travel – Expenditures are approved by the Chapter Treasurer or Chapter President using the Chapter Travel Policy established by the Board of Directors and included in the Chapter's Leader Operations Manual. The approved annual budget is also used as a guide in approving expenditures for travel.
3. Scholarship distributions are requested by the Scholarship Committee Chair and approved by the Treasurer. Checks are drawn on the Chapter's checking account and submitted to the Scholarship Committee Chair to be delivered to the recipients.
4. Other expenses – Expenditures are approved by the Chapter Treasurer or Chapter President using the approved annual budget as a guide.
5. Unbudgeted Expenses - Refer to the Operating Budget Policy.

Cash payments – Checks are prepared by Accounting Support after approval is made of the payment and checks for amounts of \$2,500 or over are sent to the Treasurer (or President if the Treasurer is unavailable) for signing and mailing. Checks for amounts under \$2,500 are stamped with the Treasurer's signature stamp by Accounting support and mailed to the payee. Checks of \$5,000 or more should have two signatures accounting for expenses – Accounting Support posts expenses in the proper period and credit either cash or accounts payable, as appropriate, using Account No. and date provided by the person who approved the payment.

Accounting for Chapter travel – In recording travel expenses, Board travel expenses are recorded separately from Committee travel expenses (a new National HFMA requirement driven by the new 990 requirements).

Review – The Chapter Treasurer reviews activities related to expenses and cash payments monthly.

1. **Bank Statements** Bank statements for the checking and savings accounts are sent by the bank to Chapter Support Services.
2. Bank statements are forwarded to the Chapter President and Treasurer by Chapter Support Service.
3. Chapter Support Services emails a copy of the bank statement to Treasury and Account Services contact.
4. The President will receive an independent copy of the bank statement and will review and approve the monthly bank reconciliation.

## Appendix 6

NH-VT HFMA  
Expense Reimbursement  
FY 20XX-20XX

*NAME:* \_\_\_\_\_

*SUBMISSION DATE:* \_\_\_\_\_

*EVENT/REASON:* \_\_\_\_\_

*DATES:* \_\_\_\_\_

**EXPENSES:**

(attach receipts)

	<i>AMOUNT</i>	
	HFMA VISA	Reimbursable
Plane Fare	\$ -	\$ -
Hotel	\$ -	\$ -
Meals		\$ -
Mileage		\$ -
Tips/Tolls/Taxis		\$ -
Parking	\$ -	\$ -
Other - Please note below:		
	\$ -	\$ -
	\$ -	\$ -
	\$ -	\$ -
Summary Totals	\$ -	\$ -
Total Expense		\$ -

***CHECK DETAILS***

Payable to:

Send to:

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Phone:

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Email:

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Approval:

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## Appendix 7



### SAMPLE - 1

**The New Hampshire-Vermont Chapter of  
Healthcare Financial Management Association  
and  
The New England Chapter of the  
Healthcare Information Management Systems Society**

**CO-SPONSORING AGREEMENT  
for  
October 25, 2001 Education Program**

The following outlines the agreement between HFMA and HIMSS for co-sponsoring a joint education program on October 25, 2001.

**Responsibility for Administrative Details:**

- Securing the speakers and developing the program agenda will be shared jointly by HFMA and HIMSS.
- Program brochure creation will be handled by HFMA
- Distribution of program announcement will be handled by respective organizations. Each will responsible for their individual mailing lists and/or posting to web sites.
- Facility arrangements will be handled by HFMA.
- Program registration will be handled by HFMA.
- Accounting for program revenue and expenses will be handled by HFMA.
- Copies of handouts will be handled by HFMA.
- Registration table will be jointly staffed by HFMA and HIMSS.

**Use of NH-VT HFMA and HIMSS Logo:**

- NH-VT HFMA and HIMSS logo will be used on the program announcement.

**Risk Sharing:**

- All revenue and expenses for the education program will be shared 50/50 by HFMA and HIMSS.
- Ten dollars of each registration goes to the NH-VT Chapter of HFMA Scholarship Fund. This is included as an expense of the program.
- HIMSS agrees to submit copies of vouchers for program-related expenses within 30 days of the program.
- HIMSS agrees to review and provide comment and approval of the program revenue/expense summary within 10 days of receipt of summary.
- If the program is profitable, HFMA agrees to settle with HIMSS for their share of the profit within 10 days of the receipt of HIMSS' approval of the revenue/expense summary.
- If the program is not profitable, HIMSS agrees to settle with HFMA for HIMSS' share of the loss within 10 days of approving the revenue/expense summary.

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**HFMA Chapter President**

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**HIMSS Chapter President**



SAMPLE 2

**The New Hampshire-Vermont Chapter and  
Maine Chapter of  
Healthcare Financial Management Association**

**CO-SPONSORING AGREEMENT  
for  
May 27 - 28, 2003 Education Program**

The following outlines the agreement between the NH-VT and Maine Chapters of HFMA for co-sponsoring a joint education program on May 27 - 28, 2003.

**Responsibility for Administrative Details:**

- Securing the speaker and coordinating speaker requirements will be the responsibility of the NH-VT Chapter.
- Program brochure creation will be handled by the NH-VT Chapter.
- Distribution of program brochure will be handled by the NH-VT Chapter (mailing to be on or about March 15, 2003).
- Each Chapter will be responsible for promotion activity to their respective memberships, such as posting to their individual web sites, publication in Chapter newsletter and “Save The Date” email prior to mailing of program brochure.
- Facility arrangements will be handled by the NH-VT Chapter.
- Program registration will be handled by the NH-VT Chapter.
- Accounting for program revenue and expenses will be handled by the NH-VT Chapter.
- Copies of program manual will be handled by the NH-VT Chapter.
- Registration table will be jointly staffed by the NH-VT and Maine Chapters.
- On-site facilitation of program issues will be jointly staffed by the NH-VT and Maine Chapters.
- DCMS reporting will be the responsibility of the NH-VT Chapter.

**Use of NH-VT and Maine banners and Corporate Sponsor Boards:**

- Banners and Corporate Sponsor Boards of both Chapters will be displayed near the registration table.

**Risk Sharing:**

- All revenue and expenses for the education program will be shared on a pro rata basis based upon the number of member registrants by the NH-VT and Maine Chapters
- Ten dollars of each registration goes to the NH-VT Chapter of HFMA Scholarship Fund. This is included as an expense of the program.
- Members of both Chapters who incur authorized expenses related to the education program agree to submit copies of vouchers for expenses within 30 days of the program.
- The Maine Chapter agrees to review and provide comment and approval of the program revenue/expense summary within 10 days of receipt of summary.
- The NH-VT and Maine Chapters agree to settle for their respective share of the profit or loss within 10 days of the receipt of the Maine Chapter's approval of the revenue/expense summary.

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**NH-VT HFMA Chapter President**

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**Maine HFMA Chapter President**

## **Appendix 8**

NH-VT Chapter of HFMA  
Administrative and Accounting Support  
2009-2010

Chapter Support Services Contact:

Lisa Willis  
Tyler, Simms & St. Sauveur  
19 Morgan Drive  
Lebanon, NH 03766  
[lwillis@tss-cpa.com](mailto:lwillis@tss-cpa.com)  
(603) 653-0044

Treasury and Accounting Support Services Contact:

Marie McGee  
Retired  
1135 Faybrook Road  
Sharon, VT 05065  
[marie.mcgee@valley.net](mailto:marie.mcgee@valley.net)  
(802) 763-7561