



Committee and Council Guidelines

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NHPCO Committee and Council Guidelines

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NHPCO Committee and Council Guidelines

Committee and Council Guidelines

Overview

These guidelines provide information regarding the National Hospice and Palliative Care Organization's (NHPCO) Committee and Council service. This guide is intended to enhance the understanding and process of service; however, it is not intended to be the ultimate authority. Issues not addressed in this document may be resolved with the involvement of the NHPCO staff liaison and other staff members as needed.

The guide is divided into sections according to areas of responsibilities, structure and policies, along with suggested resources. It is recommended that you read the entire document, focusing on how the information impacts your role. If you have any questions, please feel free to contact your staff liaison.

NHPCO Committee and Council Membership

Committees and Councils are vital components of NHPCO and its affiliate organizations, providing leadership, technical service and educational assistance to the members and the public. Serving on an NHPCO Committee or Council allows members to actively participate in the growth and service of the organization. Through their service, members are involved in publishing technical monographs, recommending, designing and/or presenting educational workshops at NHPCO conferences, publishing articles in NHPCO and other publications and collecting data for national research and other projects.

Committee Types

NHPCO has two types of Committees--Standing and Board. Standing Committees are listed in the bylaws and include Professional Education, Public Policy, Quality and Standards, and Regulatory. All Standing Committees are chaired by a Board Member.

Board Committees are generally comprised of NHPCO board members, and include the Joint Audit and Finance, Executive, and Membership Committees. Board members are appointed to the Joint Audit and Finance, and Membership Committees by the board Chairperson.

Councils

NHPCO's Councils are established to advise and provide input to NHPCO and its Affiliates regarding various topics and issues. Councils may be ongoing or may be time-limited based on need.

Appointments

Joint Audit and Finance Committee appointments are made by the Committee Chair in consultation with the NHPCO Board Chair.

In accordance with the NHPCO Bylaws, appointments to Committees are made by the Committee Chairs and NHPCO's President and CEO, with input from the staff liaisons.

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Appointments to Councils are made by the Council Chairs in consultation with the assigned NHPCO staff liaison and NHPCO's President and CEO; decisions are based on Council needs.

Positions on Committees and Councils are appointed for the individual, not the organization. ***If vacated during a term, the position cannot be filled by another person designated by the individual or the individual's employer.***

Additionally, individuals can only serve on one Committee or Council at a time.

Length of service -- Committee members may be appointed for a maximum of two two-year terms, for a total of four years. *Members who are interested in serving a second two-year term must reapply.* Members are expected to fully participate in Committee activities and must meet attendance requirements as delineated below.

Council members are appointed for two years, with no term limits, however members must reapply every two years; Council members are expected to fully participate in Council activities and must meet attendance requirements as delineated below.

Membership Eligibility and Application

Any National Council of Hospice and Palliative Professionals (NCHPP) member or employee or volunteer of a provider, state, or associate member of NHPCO is eligible to serve on a Committee or Council. Individuals not belonging to one of the above categories may be eligible to serve on Councils upon approval by NHPCO's Leadership, but not serve on a board or standing committee.

Individuals interested in serving on a Committee or Council may visit [NHPCO's webpage](#).

Online application forms are posted from September 1 through September 30 annually. ***Only applications received online*** during this timeframe will be considered.

Most appointments are made at the end of the year when terms are scheduled to end. However, appointments may be made throughout the year, according to need.

Following submission of the online application, the process proceeds as follows:

1. The Executive Office collates applications.
2. Applications are reviewed by NHPCO's President and CEO, in collaboration with staff liaisons.
3. Recommendations for appointments are made and forwarded to the NHPCO Executive Committee and Board of Directors for review and approval.
4. Applicants are notified of their acceptance or non-acceptance as a member of

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a Committee/Council.

5. New members are invited to the first meeting of the year by the Committee or Council Chair or staff liaison.

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Standing Committees

Legislative Affairs Committee supports activities related to advancing the legislative agenda of NHPCO. Activities include providing timely input on NHPCO's legislative agenda, budget and legislative proposals, and legislation. The Committee assists the Hospice Action Network (HAN) and Legislative Affairs team (collectively, the NHPCO team) in prioritizing issues and developing policy positions. The Committee is responsible for executing strategies including key message development and dissemination, educating their respective constituencies, and preparing and submitting correspondence to Congressional, state and local offices. The Committee is responsible for reviewing relevant proposals, reports, and announcements released by Congress, the Department of Health and Human Services (HHS), OIG, CMS, the General Accountability Office (GAO), MedPAC, and other federal agencies as advised by the NHPCO team.

Professional Education Committee helps to identify professional practice gaps in the field, identify educational needs, advise NHPCO staff on the development and delivery of professional development activities, assist in the evaluation of professional development activities and in evaluating the effectiveness of NHPCO's Professional Development program. The following subcommittees offer opportunities for enhanced involvement in Committee work (each Committee member serves on at least one): Physician Education, Conference Planning Committees (one for each conference) and the End-of-Life Education Online Review. The Professional Education Committee meets every other month; subcommittees meet as needed to advance the goals of the Committee.

Quality & Standards Committee is responsible for promoting quality end-of-life care by contributing to NHPCO's quality initiatives and other NHPCO educational and programmatic activities related to quality. The Committee is also responsible for updating the *NHPCO Standards of Practice for Hospice Programs*, including systematic ongoing review and revision of the Standards document to ensure compliance with regulations and best practices. The Committee also assists with development of NHPCO quality resources, including performance measures and QAPI program support materials. The full committee meets monthly and work groups meet on an ad hoc basis throughout the year.

Regulatory Committee closely monitors federal activity around hospice and palliative care issues, reviews proposed regulations and provides appropriate comments, and analyzes and interprets regulations put into effect by Centers for Medicare and Medicaid Services (CMS), the Drug Enforcement Administration, the Food and Drug Administration (FDA) and other federal agencies. The Regulatory Committee reviews reports and publications from the Office of Inspector General (OIG) the Medicare Payment Advisory Commission (MedPAC), the Department of Justice, and Medicare Administrative Contractors (MACs) and communicates with providers about program integrity and compliance issues from these agencies. The Regulatory Committee work aims to predict the impact of these regulations, provide the hospice community with resources for implementation, and provide the

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education necessary for hospice providers to achieve and maintain compliance with all relevant regulations. Meets monthly.

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Advisory Councils

Diversity Advisory Council provides information, guidance and technical expertise to NHPCO and its members related to serving diverse populations with the goal of increasing access to universal hospice and palliative care services for those who are underserved. The Council participates in helping set the direction of NHPCO's efforts to support provider members as they expand or continue their efforts to increase access for diverse populations, assist with the development of resources and tools related to serving diverse populations and offer recommendations regarding presenters and content for education. Meets monthly.

End of Life Doula Advisory Council provides information and resources to NHPCO, its members, affiliated organizations, and the general public to promote awareness and understanding of the end-of-life doula role. It also informs those constituents of the benefits of doulas for dying people and their families, and guides them on incorporating doulas into existing services and how to access outside doula providers. The Council assists in the creation of educational offerings about the role and benefits of EOLDs to dying people and their families, and for consumers and NHPCO events, including webinars, written materials and website resources. In an effort to measure the impact of including doulas at the end of life, the Council also makes recommendations for research projects that can produce quantitative and qualitative results. Meets monthly.

Ethics Advisory Council focuses on ethical issues identified by the Council, the Board of Directors, and NHPCO members. The Council plays a central role in advising and updating organizational stakeholders on ethical issues in hospice and palliative care by (a) providing ethics content and opportunities for discussion across NHPCO learning and professional development platforms; (b) authoring and updating relevant NHPCO technical publications; and (c) serving as an interdisciplinary resource in ethics to NHPCO leaders. Meets every other month.

Foundation Council's primary objective is to execute the philanthropic initiatives of NHPCO. Meets approximately 10 times a year.

Next Generation Leadership Advisory Council provides the opportunity for young leaders to have an impact on their national organization to help shape the hospice and palliative care field. The Council is comprised of individuals under 40, currently in leadership positions, developing leaders, and those who aspire to become leaders. Help NHPCO strengthen its retention and engagement of young professionals in the field. Council members offer input and guidance to NHPCO and the Board of Directors to better meet the needs of young hospice and palliative care professionals. This is your opportunity to amplify your voice in your national organization working alongside your peers. Meets monthly.

Palliative Care Advisory Council provides strategic guidance and technical expertise to NHPCO and its members related to the provision of palliative care. The Council participates in setting the direction of NHPCO's efforts to support provider

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members as they expand or continue their efforts in the provision of palliative care, assists with the development of resources and tools related to various models of palliative care delivery, offers recommendations regarding presenters and content of palliative care education, and advises NHPCO regarding palliative care membership and related member offerings. Meets monthly.

Pediatrics Advisory Council provides strategic guidance to NHPCO related to pediatric hospice and palliative care. It is comprised of members from NHPCO's Children's Project on Palliative/Hospice Services (ChiPPS). Activities include: ChiPPS quarterly E-Journal, Pediatric Hospice and Palliative Care educational offerings, Pediatric Standards of Care for Hospice Programs and other pediatric resource development initiatives. Meets monthly.

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Policies

Guiding Values

The National Hospice and Palliative Care Organization (NHPCO), and its affiliated organizations the Hospice Action Network (HAN), and the National Hospice Foundation (NHF) seek to advance care at the end of life. Members of the Committee, Councils, task forces, and other work groups of NHPCO and its affiliates should uphold and exemplify the following guiding values:

- Service... engaging customers
- Respect... honoring others
- Excellence... exceeding expectations
- Collaboration... fostering partnership
- Stewardship... managing resources

Confidentiality

It is the policy of NHPCO, and/or its affiliated entities that each Committee, Council, task force, and other work group member shall maintain the confidentiality of information entrusted to them by NHPCO, and/or its affiliated entities, including Web login and passwords, and any other confidential information that comes to them, from whatever source, in their respective capacity, except when disclosure is authorized or legally mandated. No individual shall use confidential information for his or her personal benefit or to benefit persons or entities outside NHPCO and its affiliated organizations.

A copy of this statement shall be signed by each Committee, Council, task force, and any other work group member who is presently serving NHPCO, HAN, or NHF or who may hereafter become associated with NHPCO, HAN, or NHF.

Conflict of Interest and Duality

It is the policy of NHPCO, and/or its affiliated entities that each Committee, Council, task force, and other work group member shall sign the conflict of interest statement to foster and sustain a culture of honesty and accountability. The statement reads:

WHEREAS, the varied interests and backgrounds of the Committee, Council, task force, and other work group members of the National Hospice and Palliative Care Organization, Hospice Action Network, and the National Hospice Foundation, could result in situations which might be interpreted as a conflict of interest; and

WHEREAS, the duality of interest or possible conflict of interest on the part of such Committee, Council, task force, and other work group members can most properly be controlled by full disclosure of any such interest and/or by abstention from voting or influencing any matter where any possible conflict of interest is or might be thought to be involved, and now therefore be it

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RESOLVED: that the following policy is hereby adopted concerning possible duality of interest and/or conflict of interest on the part of Committee, Council, task force, and other work group members:

1. All Committee, Council, task force, and other work group members of NHPCO, and/or its affiliated entities shall scrupulously avoid any conflict between their own respective individual interests or other organizational interests (including participation with an affiliated organization) with the interests of NHPCO, and/or its affiliated entities in any and all actions taken by them on behalf of the organization in their respective capacities; and
2. In the event any Committee, Council, task force, and other work group members of NHPCO and/or its affiliated entities shall have any unique direct or indirect interest in, or relationship with, any individual or organization in a matter involving issues under consideration or discussion by NHPCO, and/or its affiliated entities, such individual shall forthwith give the Committee Chair or Staff Liaison of the respective group notice of such interest or relationship and shall thereafter not be counted on for the purpose of determining a quorum and shall refrain from voting or otherwise attempting to affect its decision to participate or not to participate in such transaction. Where appropriate, such individuals should recuse themselves from participating in any discussion of the subject matter giving rise to the conflict, and may be asked to remove themselves from the discussion. Minutes of appropriate meetings should reflect that such disclosure was made, and that such individual removed herself/himself from the room and did not participate in the final discussion, and was not counted for the purpose of determining a quorum. In the event that a challenge or question is raised as to whether conflict and/or duality of interest exists, the Board or the Executive Committee of the governing board shall determine that a duality of interest exists and/or conflict of interest exists, by a 2/3 vote of the body; and
3. The foregoing requirements, however, should not be construed to prevent a particular individual from answering pertinent factual questions of others by reasons of the fact that personal knowledge on the matter may be of assistance to the others in reaching their decision.

A copy of this statement shall be signed once per term by each Committee, Council, task force, and other work group members who is presently serving NHPCO, and/or its affiliated entities or who may hereafter become associated with NHPCO, and/or its affiliated entities; and be it

FURTHER RESOLVED: that these policies be reviewed annually and that any new Committee, Council, task force, and other work group members be advised of the policies upon undertaking the duties of such office.

Antitrust Compliance Statement

It is the policy of NHPCO and its affiliates to conduct all of its activities in full compliance with federal and state antitrust laws. In the course of meetings and other organization activities, it is important that each member refrain from discussing, agreeing, or exchanging information regarding any competitively

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sensitive information with any other member. Such information includes, but may not be limited to:

- Prices charged or costs incurred for hospice services
- Any increase, decrease, or discount in prices or charges
- What constitutes a fair cost or price level
- Allocation of patients, referral sources, market areas or contracts with vendors
- Refusal to deal with any patient, class or group of patients
- Refusal to deal with any vendor, class or group of vendors
- What products or services will be offered to patients
- Other competitively sensitive information, such as information about market share, profits, margins, costs, reimbursement levels or methodologies for reimbursing vendors, or terms of coverage.

The same standards of conduct are to be observed at all informal and social discussions at the sites of any NHPCO and affiliate meetings.

Meeting Attendance Policy

Committee and Council service are tangible ways NHPCO members can serve the field of hospice and palliative care. NHPCO seeks to maximize member engagement while maintaining these groups in a manageable size. Often this means talented members are not appointed. A goal of this policy is to create opportunities for these individuals to join a Committee or Council when a current member is unable to actively participate.

This policy is a recognition that work and personal schedules change and members may find themselves unable to actively participate. It is not a judgment of a member's commitment to the group, NHPCO, or the field of hospice and palliative care.

Members should notify the Committee Chair or staff liaison if they are not able to attend a Committee call or meeting. The notification may be by phone or e-mail, preferably one day or more before the meeting or call.

Monthly Meetings

After repeated absences, the Chair should contact the member to discuss the member's ability and interest in remaining on the Committee/Council.

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Members who have up to four (4) absences over a twelve month period will be removed from Committee/Council service.

Members **may not** have a colleague attend a meeting in their absence.

Bi-monthly or Quarterly Meetings

After repeated absences, the Chair should contact the member to discuss the member's ability and interest in remaining on the Committee/Council.

Members who have up to two (2) absences over a twelve month period will be removed from Committee/Council service.

Members **may not** have a colleague attend a meeting in their absence.

Attendance Tracking

Meeting minutes must record member attendance/absences for each meeting.

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Committee Responsibilities

Committee Chair

The Committee Chairpersons are appointed by the NHPCO Board Chair for a term of one year, for a maximum of two consecutive terms. The Chairperson is charged with the following:

- Work with staff liaisons to direct the Committee according to Committee priorities. At the end of each year most Committees will recommend a work plan for the following year.
- Plan Committee meetings throughout the year. Committees meet via conference call and at NHPCO conferences. Committee meetings should be scheduled according to the Committee work load and Committee members' schedules. Committees are encouraged to determine a regular meeting time and day, and schedule for the entire year.
- Create an agenda for each Committee meeting. Agendas should be concise and include any items to be discussed by the Committee. Time frames listed next to agenda items are useful for keeping meetings moving.
- Actively facilitate Committee meetings to ensure that the agenda is followed and Committee members' time is used most efficiently.
- Periodically remind Committee members to notify the Staff Liaison of changes in contact information. At the beginning of the year, the roster is distributed to all members so necessary corrections can be made. Contact information changes should be sent to the staff liaison.

Committee Vice-Chair

The Committee Vice-Chair is appointed by the Committee Chair in consultation with the President/CEO and Committee staff liaison. The Vice-Chair will be selected from the Committee members and need not be a board member.

The role of the Vice-Chair is to perform the Chair's duties when the Chair is unavailable.

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Committee Member

Committee members are expected to:

- Participate actively in a majority of Committee meetings/functions. Most NHPCO Committees meet by teleconference, and many meet monthly. Materials should be read prior to the next Committee meeting. Committee members are asked to notify the staff liaison if they will not be available for a conference call or meeting, following attendance guidelines in this document.
- Meet deadlines agreed upon by the Committee. Committee work often includes drafting materials for monographs, surveys, position papers, articles, etc.
- Answer questions regarding Committee work from NHPCO members. NHPCO staff will often refer member questions regarding Committee work to Committee members.
- Present/participate in educational sessions and forums.
- Work with the NHPCO staff liaison and Committee Chair to complete the Committee's work plan. Each year the Committees agree to work on major projects over the year according to the priorities for the organization.
- Notify the staff liaison of changes in contact information.

Committee members are strongly encouraged to attend NHPCO events; however it is the member's responsibility to assume any related travel expenses. NHPCO Committees generally meet at NHPCO conferences. NHPCO does not pay for travel-related expenses for Committee members.

Board Liaison

If a standing or ad hoc Committee is not chaired by a member of the NHPCO board, the Chairperson of the board shall appoint a board member to serve as a liaison to the Committee.

Board liaisons are expected to:

- Facilitate communication between Committee members and the Board of Directors. Board liaisons report to the Board of Directors as requested. Board liaisons are also asked to ensure that the Committee minutes and a report on the Committee's actions are included in the board materials distributed prior to each board meeting.
- Provide guidance to the Committee regarding board directives. After reporting to the Board of Directors, board liaisons are asked to give feedback/instructions to the Committee.
- Present Committee material for necessary Board action.

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Staff Liaison

In consultation with the President and CEO, at least one staff liaison is appointed annually to each Committee by NHPCO's Chief Operating Officer based on area of expertise and interest.

Staff liaisons have the following responsibilities:

- Schedule and manage logistics of Committee conference calls and in-person meetings. The staff liaison works with NHPCO's Meetings Department to arrange logistics for in-person meetings.
- Ensure that minutes of the meetings are recorded. Minutes are used to record Committee actions and to update Committee members who are unable to attend meetings, as well as the Board of Directors.
- Distribute materials to Committee members, including minutes and agendas.
- Ensure continuity of Committee work relative to past Committee activities and other NHPCO projects.
- Facilitate Committee-sponsored educational forums at NHPCO conferences. Note: The Professional Education staff works with staff liaisons to include relevant Committee presentations at NHPCO conferences.
- Coordinate the publication of Committee projects. The staff liaison coordinates the printing and distribution of Committee-generated publications and projects.
- Maintain the Committee roster. At the beginning of the year, the roster is distributed to all members so necessary corrections can be made. Contact information changes should be sent to the staff liaison.

Special Representatives

To ensure communication between NHPCO's Committees and Councils, and the Council of States (COS) and the National Council of Hospice and Palliative Professionals (NCHPP), it is recommended that there be representatives from the COS and NCHPP on all NHPCO Committees and Councils.

These individuals are responsible for representing their constituency and communicating Committee and Council activity to their respective Council.

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Council Responsibilities

Council Chair

Council Chairpersons are appointed by the NHPCO President and CEO for a term of one year, renewable indefinitely, based on participation, leadership and mutual agreement. The Chairperson is charged with the following:

- Work with staff liaisons to direct the Council according to the Council priorities. At the end of each year the Councils should recommend a work plan for the following year.
- Plan Council meetings throughout the year. Councils meet via conference call and may meet face-to-face at NHPCO conferences. Council meetings should be scheduled according to the Council work load and Council members' schedules. Generally Councils meet monthly at a specific day and time.
- Create an agenda for each Council meeting. Agendas should be brief and include any items to be discussed by the Council. Time frames listed next to agenda items are useful for keeping meetings moving.
- Actively facilitate Council meetings to ensure that the agenda is followed and Council members' time is used most efficiently.
- Appoint new members of the Council in consultation with the assigned staff liaison. The number of members on each Council depends on the work plan and Council member demographics.
- Periodically remind Council members to notify the staff liaison of changes in contact information. At the beginning of the year, the roster is distributed to all members so necessary corrections can be made. Contact information changes should be sent to the staff liaison.

Council Vice-Chair

The Council Vice-Chair is appointed annually by the Council Chair in consultation with the Council staff liaison. The Vice-Chair will be selected from the Council members.

The role of the Vice-Chair is to perform the Chair's duties as requested. This position must be filled each year.

Council Member General Expectations

Specific Councils may have additional expectations. In general, members are expected to:

- Participate actively in a majority of Council meetings/functions. Most NHPCO Councils meet by teleconference, and many meet monthly. Materials should be read prior to the next Council meeting. Council members are asked to

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notify the staff liaison if they will not be available for a conference call or meeting. See Standing Council Attendance Expectations below.

- Meet deadlines agreed upon by the Council. Council work often includes drafting materials for monographs, surveys, position papers, articles, etc.
- Answer questions regarding Council work from NHPCO members. NHPCO staff will often refer member questions regarding Council work to Council members.
- Present/participate in educational sessions and forums.
- Work with the NHPCO staff and Council Chair to complete the Council's work plan. Each year the Councils agree to work on major projects over the year according to the priorities for the organization.
- Notify the staff liaison of changes in contact information.

Council members are strongly encouraged to attend NHPCO events; however it is the member's responsibility to assume any related travel expenses. NHPCO Councils generally meet at the NHPCO conferences. NHPCO does not pay for travel-related expenses for Council members.

Staff Liaison

In consultation with the President and CEO, at least one staff liaison is appointed annually to each Council by NHPCO's Executive Vice President based on area of expertise and interest.

Staff liaisons have the following responsibilities:

- Manage logistics of Council conference calls and in-person meetings. The staff liaison works with the Meetings Department to arrange logistics for in-person meetings.
- Ensure that minutes of the meetings are recorded. Minutes are used to record Council actions and to update Council members who are unable to attend meetings, as well as the Board of Directors.
- Distribute materials to Council members, including minutes and agendas. Materials should be read prior to the next Council meeting.
- Ensure continuity of Council work relative to past Council activities and other NHPCO projects.
- Facilitate Council-sponsored educational forums at NHPCO conferences. NHPCO's Professional Education staff works with staff liaisons to include relevant Council presentations.
- Coordinate the publication of Council projects. The staff liaison coordinates the printing and distribution of Council-generated publications and projects.

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- Maintain the Council roster. At the beginning of the year, the roster is distributed to all members so necessary corrections can be made. Contact information changes should be sent to the staff liaison.

Resources

A variety of NHPCO resources are available to Committees and Councils, including:

- The NHPCO staff and Board of Directors. Committee and Council members are invited to contact staff and board members with questions regarding Committee work or for feedback on Committee projects.
- Other NHPCO Committees, Councils, the Council of States, and the National Council of Hospice and Palliative Professionals (NCHPP) Executive Committee. Members of these groups often have useful expertise in specific areas. The staff liaison can facilitate communication between groups.
- NHPCO's "NewsBriefs" and "NewsLine" are e-mailed to NHPCO provider, state, associate, and eNCHPP members.

Feedback/Edits to Guidelines

Comments on this guide are greatly appreciated so it can be updated and improved for future Committee and Council participants. [Submit your feedback to the Executive Office by clicking on this link.](#)

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ACKNOWLEDGMENT OF RECEIPT

By signing below, I acknowledge I have received a copy of the NHPCO Committee and Council Guidelines. I have reviewed and understand the contents of the Guidelines, including expectations for service and attendance requirements.

Printed Name

Signature/Date

Name of Committee/Council

Return the signed Acknowledgement of Receipt by fax (703) 837-1235 or email to committeeapplications@nhpco.org.

Beth Fells
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1731 King Street
Alexandria, VA 22314