

2020 - 2021 COMMITTEE/COUNCIL CHARGES

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AUDIT COMMITTEE CHARGE

Number of Members 5-7

Must be an odd number for purposes of voting.

Composition

Members shall include the Second Past President, the Secretary and Treasurer, at least one other Board member and two to four individuals with appropriate backgrounds. A majority of the Committee shall be current HRS Board members. "Individuals" may be trustees, at-large members, Allied or Early Career Professionals, or non-members. "Appropriate background" is background or expertise in accounting or auditing, such as a retired CFO or auditor, not simply financial or business expertise. See also Limitations below. The Society's Second Past President shall serve as Chair. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

Ex officio members serve automatically. Other members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

Ex officio members serve during their term in office. One year for appointed members. Reappointment for two additional, consecutive one-year terms is permissible.

Accountability

Reports to: HRS Board of Trustees; Heart Rhythm Foundation Board (when active).

Key Relationships: Auditors (who report to the Audit Committee), Executive Committee. See also relationships with Management under "Meeting Frequency."

Purpose

To provide independent oversight of the financial systems, management and reporting of the Society and the entities it controls (as defined by the IRS), including the Foundation.

Responsibilities

Related to the Board

- Review and report to the boards of the Society and its entities (when active) regarding the following:
 - Financial statements and reports that will be provided to public constituencies and tax authorities.

- Internal accounting and asset management control policies and systems of the Society and its entities and the Auditors' recommendations for the improvement of those policies and systems.
- Relevant and material accounting policies adopted by the Society and its entities for financial statement presentation purposes.
- All audit processes, including scope of audits and any disputes between Management and the Auditors regarding audit or accounting matters.
- Report to the Board(s) at least annually upon the conclusion of the audit process and in connection with the issuance of the Auditors' report on the financial statements of the Society and its entities, and at other times the Committee deems necessary.

Related to the Independent Auditors

- Select and appoint the independent certified public accountants (the Auditors) who shall provide auditing and related services to the Society and its entities (if active).
- Set the compensation for services by the Auditors.
- Approve all fees paid to the Auditors for audit work and other work performed by the Auditors.
- Confirm the independence of the Auditors, including examining other professional services provided to the Society and its entities by the Auditors and the reasonableness of the fees paid.
- Seek input from Management and the Auditors regarding the need to engage additional Auditors and make the decision on the selection and engagement of any additional firm.
- Oversee the performance of services by the Auditors, including dispute resolution.
- Periodically review the performance of the Auditors, including the rotation of the primary audit partner, and recommend their retention or replacement.

Related to Conducting the Annual Audit

- Approve the scope of the annual audit in collaboration with the Auditors, the Treasurer(s) of the Society and its entities (if active) and their respective Chief Finance Officers.
- Receive and review the report from the Auditors at the conclusion of interim fieldwork.
- Approve the timeline for receipt of audited financials, accompanying footnotes, representation letter, and management report, including Management's response.
- Meet with the Auditors and Management in separate executive sessions for private discussions as necessary.
- Resolve any disputes between the Auditors and Management regarding internal accounting controls, accounting policies and practices or financial statement presentation issues.

Related to Receiving/Approving the Annual External Audit and Annual Financial Statements

- Inquire of Management and the Auditors about significant risks and exposures and assess Management's steps to minimize them.
- Review with the Auditors
 - The adequacy of the internal controls of the Society and its entities, including computerized information system controls and security.
 - Any significant findings and recommendations of the Auditors, including any deficiencies or weaknesses in such controls and as otherwise disclosed in the Auditor's formal management letter.
 - Management's response to any comments.
- Review with Management and the Auditors
 - The annual financial statements and related footnotes of the Society and its entities (if active).
 - The Auditor's reports on the financial statements.
 - The Auditor's qualitative judgments about the appropriateness, not just the acceptability, of accounting principles and financial disclosures and how aggressive (or conservative) the accounting principles/policies and underlying estimates are.
 - Any serious difficulties or disputes with management encountered during the course of the audit.
 - Any other issues concerning the audit procedures or findings that Generally Accepted Auditing Standards (GAAS) require the Auditors to discuss with the Committee.
- At the option of the Audit Committee
 - Review published documents containing the financial statements of the Society and its entities to ensure the reporting is consistent with the information in the financial statements.
 - Review interim financial reports before they are presented to the full Board(s) of Trustees of the Society and its active entities.

Related to State and Federal Reporting

- Ensure that Management has filed information and tax reporting forms annually as required by law.
- Ensure that Management has made the proper attestations to the information reported on IRS Forms 990.
- Ensure the Committee is informed of any significant audits, investigations or inquiries made by tax and other authorities related to either the Society or its entities.
- Review and approve the annual Form 990 returns.

Other Responsibilities

- Periodically review the Audit Committee's charge for adherence to best practices in nonprofit auditing, and recommend revisions to the Governance Committee.
- Review legal and regulatory matters that may have a material effect on the financial statements of the Society and its entities, compliance policies and programs and reports from regulators.
- Act as a sounding board for accounting, reporting or internal control procedures raised by the Senior Director & Chief Finance Officer, Chief Executive Officer or others on behalf of the Society and the Foundation.
- Confirm that significant findings and recommendations made by the Auditors are acted upon appropriately and promptly.

Decision-Making Authority

- Establish the committee's procedures.
- Select and appoint Auditors.
- Determine scope of Auditor's services.
- Approve fees paid to Auditors.
- Dismiss of Auditors for reasonable cause, in the good faith judgment of the Committee.
- Conduct or authorize investigations into matters within the Committee's scope of responsibilities, including engaging independent counsel and/or independent accountants.
- Engage expert consultants and advisers.

Limitations

All members of the Audit Committee, whether ex officio or otherwise, must be independent. An individual is considered independent if he or she is free of any relationship that could influence his or her judgment as an Audit Committee member. No member of the Audit Committee shall be an employee, consultant or professional service provider to the Society or its entities, have any outside business or commercial relationship with the Society or the Foundation or be associated with a major vendor to the Society or the Foundation.

When there is some doubt about independence, as when a member of the Audit Committee has a consulting arrangement with a major vendor, the member should recuse him- or herself from any decisions that might be influenced by that relationship.

With the exception of the Secretary and Treasurer, members of the Audit Committee are prohibited from serving simultaneously on the Finance Committee.

Meeting Frequency

At least three meetings annually, by teleconference: once before the Audit Fieldwork

begins, once the Audit Fieldwork is complete but before the financial statements of the Society and its entities are issued, and once for review of the 990 tax returns prior to filing.

The Chair may request an executive session of the Audit Committee with the Auditors (following the annual audit of each entity) at which no employees of the Society or its entities shall be present. The Committee may meet regularly with the Auditors and Management in separate executive sessions, for private discussions as necessary. Additional meetings, including with the Auditors or Management in separate executive sessions for private discussions as needed.

Estimated Time Commitment

8 hour per year (during the Audit season/cycle)

Scheduled

Three to five Committee Conference Calls

Ad Hoc

Committee Conference Calls (as needed)

Busiest Times of the Year

Audit/Tax preparation cycle: (October - January)

Other

The Audit Committee often requires quick turnaround times to respond to Auditor concerns.

COMMUNICATIONS COMMITTEE CHARGE

Number of Members 12-14

Composition

Members shall include a Chair and a Vice Chair, the Chair of the Journal Subcommittee, the Chair of the HRS TV Subcommittee, and between eight and ten at-large members who have expertise or strong interest in communications technology, public relations, media, social media, and/or the web. Members shall represent a diverse mix of backgrounds, including physicians who represent key constituencies such as private practice, academic, emerging, international EP's, Allied Professionals and scientists. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Committee Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One Year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Reports to: Board of Trustees

Key Relationships: Executive Committee, Education Committee, Patient and Caregivers Subcommittee, Scientific Sessions Committee, Health Policy Committee, Scientific and Clinical Documents Committee, Membership Committee

Purpose

To provide strategic direction, policy oversight, and business decision support for all Society communications efforts.

Responsibilities

- Provide strategic direction for promoting the Society and the work of its member committees through public and media relations efforts.
- Provide input on strategy/direction with regard to print and web-based communications to members and other stakeholders and make recommendations as needed.
- Provide strategic direction for use of social media to promote the Society and its key messages.
- Provide strategic direction in the development of the Society's mobile marketing and communications outreach efforts.
- Provide strategic direction for the enhancement of HRS online publications (e.g., *Keeping Pace*).

- Provide strategic direction for using the annual scientific sessions to further the core mission of the Society.
- Provide direction on Society messaging, particularly as it relates to statistics communicated about the EP field in general and the Society specifically
- Provide strategic direction and facilitate the implementation of member outreach with regard to Society visibility and promotion of Awareness campaigns
- Vet and refer matters to the Ethics Committee as appropriate.
- Establish criteria governing commercial advertising by external organizations on the HRS website, related microsites and other HRS media, for Board approval.
- Monitor adherence by external organizations to the Society's commercial advertising criteria.
- Review and monitor effectiveness of external online collaborations and opportunities.

Decision-Making Authority

- Establish the committee's procedures.
- Establish subcommittee priorities and goals.
- Establish procedures for coordinating subcommittee work.
- Act on the recommendations of its subcommittee.
- Make recommendations to the Board.

Meeting Frequency

Meetings to be held monthly or bi-monthly, as needed, by teleconference or face to face, for a total of approximately 5-7 meetings per year. Additional meetings may be held as needed. Committee members will also be asked to respond to email communications on a regular or as-needed basis to provide input on emerging concepts or strategies. Committee members may also volunteer for work groups that might require additional teleconferences and/or email communications.

Estimated Time Commitment

2 hours per month; additional time will be required if member participates in working group(s) for specific projects

Scheduled

- Committee Conference Calls (bi-monthly)
- In-Person Meetings (May, at HRS Scientific Sessions)

Ad Hoc

- Committee Conference Calls (as needed)
- Working Group Calls (as needed)

Busiest Times of the Year

- Budget preparation cycle (July - August)

DIGITAL HEALTH COMMITTEE CHARGE

Number of Members

Up to 15.

Composition

Members shall include a Chair, Vice Chair and up to 13 members with an appropriate background or interest in the digital health field, to include an Allied Professional, Early Career Professional, an international member, and a subject matter expert. The Editor-in-Chief of the Digital Health journal shall serve on the subcommittee as non-voting, invited guest. The Chair may invite guests as needed to expedite information sharing. Guests are not required to be members of the Heart Rhythm Society.

Method of Appointment

Members shall be appointed by the President-Elect, in consultation with the President and Chief Executive Officer.

Term of Office

Ex Officio members serve during their terms in other positions. The term for all other members shall be one year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Reports to: Board of Trustees

Key Relationships: Health Policy Committee, Reimbursement and Regulatory Affairs Subcommittee, Education Committee, Corporate Relations Advisory Council, Scientific Sessions Program Committee

Purpose

To provide guidance, recommendations and resources to HRS members about safely sharing and exchanging data with patients obtained from personal health records, cardiovascular implantable and remote monitoring devices and continuous, personal biometric monitoring (e.g. consumer wearable technology).

Responsibilities

- Review current digital healthcare landscape and the impact on clinical practice and patients' experiences.
- Ensure alignment with the Society's existing guidance, recommendations and policies.
- Provide updates to the Board of Trustees to help inform strategic priorities and planning.

- Disseminate guidance and recommendations to members and key stakeholders via publication in HeartRhythm and presentation at Heart Rhythm Scientific Sessions.
- Work with the Scientific Sessions Program Committee in development of the digital health content.
- Create strategic alliances with global organizations, including patient and professional societies to further the mission of the Society and disseminate relevant guidance and recommendations to global audiences.

Decision-Making Authority

Make recommendations to the Board.

Meeting Frequency

Monthly meetings, by teleconference.

Estimated Time Commitment

Up to 3 hours per month

Scheduled

Conference Calls (monthly, as needed)

Ad Hoc

in-person meeting at HRS Scientific Sessions

Busiest Times of the Year

August – September (program planning for digital health at Scientific Sessions)

Prior to Board meetings (May, September, January)

EDUCATION COMMITTEE CHARGE

Number of Members 5

Composition

Members shall include the Chair, Vice Chair, Chair of the CME Compliance Subcommittee, Chair of the Education Programs & Services Subcommittee, and Chair of the CCEP Program Directors Subcommittee. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Committee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

Ex officio members serve during their term in other positions. The term for all other members shall be one year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Key Relationships: Scientific Sessions Program Committee, Health Policy Committee, Scientific and Clinical Documents Committee, CCEP Program Directors Subcommittee, CME Compliance Subcommittee, Education Programs & Services Subcommittee, Patients & Caregivers Committee

Purpose

To ensure that the Society's educational activities meet the current and future needs of its members and the field.

Responsibilities

Related to Role as an Umbrella Committee

- Set annual objectives and deliverables for subcommittees, in collaboration with the subcommittee chairs and committee staff liaisons.
- Direct, oversee and coordinate subcommittees' work to ensure accountability to the Board and the Committee's priorities and timelines.
- Maintain open communications with stakeholders, including keeping the Board and Executive Committee informed via regular reports, and maintaining two-way communications on issues of mutual interest.
- Refer matters to the Board or Executive Committee for approval when required by the Bylaws, Board policies or committee charter.

- Develop subcommittee members to ensure the committee has access to the expertise it needs, and identify emerging leaders to ensure a strong succession.

Related to Committee-Specific Functions

- Develop and oversee implementation of the Society's educational strategy.
- Provide direction for all Society CME and non-CME educational programs and services.
- Oversee education curriculum development, including developing overall learning objectives and outcome measurements for all of the Society's educational offerings.
- Regularly assess the state of knowledge in the field of electrophysiology, review gaps in knowledge and develop strategies to address unmet needs.
- Regularly evaluate the effectiveness of the Society's programs for physicians and allied professionals, to include market assessment and profitability of current and any newly proposed programs or services.
- Monitor and have oversight over profit and loss of current and new programs & services and fiscal responsibility within approved budgets.
- Monitor trends in education delivery.

Decision-Making Authority

- Set strategy for the Society's educational offerings, with a focus on awareness, diagnosis and treatment of AF and SCA.
- Establish the committee's procedures.
- Establish priorities and goals for subcommittees.
- Recommend new CME, non-CME, and maintenance of certification programs and services to the Board.
- Collaborate with CCEP Program Directors to recommend changes in training curricula to ABIM and promote Fellows' engagement in training programs.
- Establish the subcommittee structure in consultation with the Governance Committee and consistent with charges and guiding principles approved by the Board.
- Establish procedures for coordinating subcommittee work.
- Act on the recommendations of subcommittees.

Meeting Frequency

At least three meetings annually, by teleconference or face-to-face. Additional meetings as needed.

Estimated Time Commitment

Scheduled

Committee Conference Calls (3 - 4 in a 12 month cycle)

In-Person Meetings (at ACC annual meeting and/or HRS annual meeting and summer meeting July/August)

Ad Hoc

Committee Conference Calls (3 - 4 in a 12 month cycle)

Busiest Times of the Year

Prior to committee conference calls (3 - 4 in a 12 month cycle)

Annual Budget Planning Budget preparation cycle (June - August)

CCEP PROGRAM DIRECTORS SUBCOMMITTEE CHARGE

Number of Members 12-14

Composition

Members shall include a Chair and a Vice Chair and between 10 and 12 at-large members who serve as current or former Program Directors. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Committee Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Reports to: Education Committee

Key Relationships: Scientific Sessions Program Committee, Education Committee, Membership Committee

Purpose

To enhance the quality of training for heart rhythm specialists.

Responsibilities

- Work collaboratively with the Education Committee Chair and the committee staff liaison to set the subcommittee's annual work plan, timeline, budget (if any) and meeting schedule consistent with the Committee's overall priorities and agenda.
- Maintain open communications with the Education Committee via regular reports and two-way communications on issues of mutual interest.
- Refer matters to the Education Committee for approval when required by the Subcommittee's or the Committee's policies or charge.
- Set the agenda and identify speakers for the annual program directors luncheon at HRS Scientific Sessions.
- Monitor and track number of fellows trained annually and provide feedback and make recommendations on work force issues.
- Work with the Membership Committee to ensure that HRS has a current list and contact information for all EP fellows in clinical training programs.

- Work with the Education Committee and Scientific Sessions Program Committee to propose educational programs directed at fellowship training during the Annual Scientific Sessions and also on the HRS Online Learning Center.
- Encourage Affiliate membership in the Heart Rhythm Society.
- Promote use in training programs of the Society's guidelines and quality standards.
- Work to implement International Clinical Training Fellowships and other opportunities, if funding for these initiatives is received.

Decision-Making Authority

- Establish Subcommittee procedures.
- Make recommendations to the Education Committee.

Meeting Frequency

At least three committee meetings annually by teleconference. Additional meetings as needed.

Estimated Time Commitment

Scheduled

Committee Conference Calls (3-4 times/year: August, November, March)

In-Person Meeting (May: CCEP Program Directors Luncheon at HRS Scientific Sessions)

Ad Hoc

Committee Conference Calls (as needed)

Busiest Times of the Year

Prior to Scientific Sessions (February - May)

CME COMPLIANCE SUBCOMMITTEE CHARGE

Number of Members: 6-8

Composition

Members shall consist of a Chair, Vice Chair and at large members, including one Allied and one Early Career Professional. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Subcommittee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Reports to: Education Committee

Key Relationships: Education Committee, Education Programs and Services Subcommittee, and Scientific Sessions Program Committee

Purpose

To safeguard the Society's exemplary accreditation status.

Responsibilities

- Work collaboratively with the Education Committee Chair and the committee staff liaison to set the subcommittee's annual work plan, timeline, budget (if any) and meeting schedule consistent with the Committee's overall priorities and agenda.
- Maintain open communications with the Education Committee via regular reports and two-way communications on issues of mutual interest.
- Refer matters to the Education Committee for approval when required by the subcommittee's or the Committee's policies or charge.
- Ensure that all Society CME educational programs & services are managed appropriately and adhere to the Accreditation Council for Continuing Medical Education (ACCME) Essentials and Standards.
- Oversee the Society's accreditation process and maintain the Society's exemplary CME status.
- Develop the process and recommendations for CME accreditation with commendation.
- Conduct needs assessments and identify knowledge gaps for the Education Committee, related subcommittees and Scientific Sessions Program Committee.

- Analyze assessment data related to educational programs at large for the Education Committee, related subcommittees, and Scientific Sessions Program Committee.
- Validate content for enduring materials.
- Review and approve co-sponsored & endorsed programs.
- Ensure fiscal responsibility within approved Society budgets.

Decision-Making Authority

- Establish subcommittee procedures.
- Approve Society programs for CME status
- Approve co-sponsored and endorsed programs.
- Make recommendations to the Education Committee.

Meeting Frequency

At least three meetings annually, by teleconference or face-to-face. Additional meetings as needed.

Estimated Time Commitment

Varies depending on project/program assignments. Estimate 4 hours per month.

Scheduled

Committee Conference Calls (August, November, March)
In-Person Meetings (May, at HRS Scientific Sessions; optional)

Ad Hoc

Committee Conference Calls (as needed)

EDUCATION PROGRAMS & SERVICES SUBCOMMITTEE CHARGE

Number of Members: Up to 12

Composition

Members shall consist of a Chair, Vice Chair and up to nine at large members, including up to three Allied and one Early Career Professionals. The Board Review Course Director shall serve as a non-voting Guest. The Chair may invite guests as needed to expedite subcommittee activities.

Method of Appointment

The Subcommittee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Reports to: Education Committee

Key Relationships: CME Compliance Subcommittee, Scientific Sessions Program Committee, Ethics Committee, Health Policy Committee, Communications Committee, Membership Committee, course directors, planning teams, and HRS Communities

Purpose

To meet the current and future education needs of Society members and the field, outside the annual Scientific Sessions, this will include CME and non-CME activities.

Responsibilities

- Work collaboratively with the Education Committee Chair and the committee staff liaison to set the subcommittee's annual work plan, timeline, budget (if any) and meeting schedule consistent with the Committee's overall priorities and agenda.
- Maintain open communications with the Education Committee via regular reports and two-way communications on issues of mutual interest.
- Refer matters to the Education Committee for approval, including ethics issues for vetting and potential referral to the Ethics Oversight Committee, when required by the subcommittee's or the Committee's policies or charge.
- Regularly review program effectiveness evaluation data developed by the CME Compliance Subcommittee.

- Plan, execute and oversee all Society courses, programs and products for physicians and allied professionals, excluding the annual Scientific Sessions. This includes enduring products and services
- Explore opportunities to collaborate with other organizations to design, develop and execute programs for the non EP community (primary care and general cardiologists), to help improve referral protocol, patient care and outcomes.
- Work collaboratively with the Education Committee and Corporate Relations staff to incubate ideas for potential funding, consistent with the Strategic Plan and annual Board priorities.
- Work proactively with the Scientific and Clinical Documents Committee to identify appropriate enduring products, consistent with the Education Committee's strategy and priorities.
- Review market assessments and financial analyses to identify new programs & services.
- Recommend course directors & planning teams to the Education Committee.
- Ensure fiscal responsibility within approved budgets and for new program and services development.
- Oversight of the Board Review Course and enduring product materials.

Decision-Making Authority

- Establish subcommittee procedures.
- Make recommendations to the Education Committee.

Meeting Frequency

At least three meetings annually, by teleconference or face-to-face. Additional meetings as needed.

Estimated Time Commitment

Varies depending on project/program assignments. Estimate 4 hours per month.

Scheduled

Committee Conference Calls (August, November, March)
In-Person Meetings (May, at HRS Scientific Sessions)

Ad Hoc

Committee Conference Calls (as needed)

ETHICS COMMITTEE CHARGE

Number of Members 9

Must be an odd number for purposes of voting

Composition

Members shall include a Chair and a Vice Chair, two prior senior volunteer leaders (Past Presidents or former Trustees), a non-EP who has served on an ethics committee for another organization and four to six at-large members representing diverse constituencies, including a pediatric and basic science representative. The Society's legal counsel shall serve as a non-voting expert resource. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Committee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional, consecutive one-year terms is permissible.

Accountability

Reports to: Board of Trustees

Key Relationships: Executive Committee, Education Committee, Education Programs and Services Subcommittee, Health Policy Committee; Scientific and Clinical Documents Committee; others as warranted

Purpose

To safeguard the Society's reputation as an ethical organization.

Responsibilities

- Ensure compliance with the Society's *Code of Ethics and Professional Standards*.
- Ensure that the Society's policies, procedures and sanctions are fully communicated to Members and participants in educational activities, products and services, and publications.
- Orient officers, trustees and committee chairs to their obligations and responsibilities under the *Code of Ethics and Professional Standards*.
- Oversee regular submission and random auditing of disclosure statements provided by volunteers, staff and educational participants.
- Oversee a mechanism for the reporting of potential violations at educational activities by Members, staff and attendees.

- Investigate reports of potential violations.
- Impose and enforce sanctions or other judgments that are consistent, impartial and fair.
- Oversee a mechanism for an independent appeals process.
- Review proposals for new initiatives referred by the Non-CME Programs and Services Subcommittee, other committees, or Management for potential conflict of interest.
- Act upon hardship waiver requests from officers and the journal editor.
- Coordinate with the CME Compliance Subcommittee to ensure that the Society's disclosure and conflict of interest procedures align with the Accreditation Council for Continuing Medical Education's accreditation standards.
- Periodically evaluate the effectiveness of the Society's *Code of Ethics and Professional Standards, Guidance for the Heart Rhythm Society Pertaining to Interactions with Industry*, and whistleblower policies, and recommend revisions to the Board.
- Biennially review, assess and update committee policies and procedures.

Decision-Making Authority

- Establish committee procedures, including auditing, reporting and appeals.
- Conduct investigations.
- Levy and enforce sanctions.
- Authorize waivers.

Meeting Frequency

At least two meetings annually, by teleconference or face-to-face. Additional meetings as needed.

Estimated Time Commitment

Up to 1 hour per month

Scheduled

Committee Conference Calls (monthly, as needed)

Ad Hoc

Possible in-person meetings at ACC annual or HRS Scientific Sessions

Busiest Times of the Year

Prior to Board meetings (September, January, May)

EXECUTIVE COMMITTEE CHARGE

Number of Members 6

Composition

Members shall include the President, President-Elect, 1st Vice President, 2nd Vice President, Secretary and Treasurer, and the Immediate Past President. The CEO shall attend meetings of the Executive Committee without voting rights. The President shall serve as Chair.

Method of Appointment

Members of the Executive Committee are elected officers of the Society and shall serve in conjunction with holding their respective elective offices.

Term of Office

Ex officio members shall serve in conjunction with holding their respective elective offices.

Accountability

Reports to: Board of Trustees

Key Relationships: Ethics Committee, Finance Committee, Governance Committee

Purpose

To help the Board be an effective steward of the Society's mission, brand and resources.

Responsibilities

- Coordinate the work of the Board, including engaging the Board on strategic issues, monitoring progress against the Strategic Plan and annual Board priorities, and tracking goal achievement on the Board's behalf.
- Act as the Board's authorized agent in emergencies and to address matters requiring prompt action by the Trustees between meetings of the full Board.
- Communicate to the Board about actions taken on its behalf at each Board meeting and at regular intervals between Board meetings.
- Act as the Board's liaison to the Chief Executive Officer to coordinate the CEO's implementation of the Strategic Plan, and provide guidance and feedback on strategic issues and organizational performance.
- Drive an organizational culture that encourages innovative thinking at the Board, committee and executive level, and promotes business practices that support strategic innovation.

- Champion the development of alternative revenue generation models and strategies, and engage the Board in fostering culture of active philanthropy and effective fundraising.
- Identify the need for task forces to address issues that fall outside the scope of the governance structure, test innovative or controversial ideas, facilitate the Board's development of a Strategic Plan, and guide other Board initiatives at the Board's request.
- Work with the Board to set direction for strategic alliances and external relationships and oversee implementation.
- When needed, initiate the Board's search for a new Chief Executive Officer by recommending the appointment of a search committee to screen candidates, select finalists, and make a recommendation to the Board concerning hiring and compensation.
- Oversee and coordinate the activities of HRS Ambassadors, including providing guidance to Ambassadors on the Society's positions and interests.
- In collaboration with the CEO, identify potential HRS officers.
- Other duties and activities as assigned by the Board.

Decision-Making Authority

- Establish the committee's procedures.
- Exercise powers explicitly delegated by the Board.
- Consult with the President on the creation of task forces.
- Make recommendations to the Board.

Limitations

It is outside the scope of the Executive Committee to amend the Bylaws or Articles of Incorporation, elect or remove Trustees, approve or change the budget, hire or terminate the Chief Executive Officer, or make major structural decisions affecting the Society, such as adding or eliminating programs or approving mergers.

Meeting Frequency

Bi-monthly. Other meetings may be called as needed to respond to emergencies or manage urgent issues.

Estimated Time Commitment

3 hours per month

Scheduled

Committee Conference Calls (bi-monthly)

Ad Hoc

Committee Conference Calls (as needed)

Busiest Times of the Year

Prior to bi-monthly meetings

COMPENSATION SUBCOMMITTEE CHARGE

Number of Members 4

Composition

Members shall include the President, Immediate Past President, President-Elect and the Secretary and Treasurer. The President shall serve as Chair.

Method of Appointment

Members of the Compensation Subcommittee are elected officers of the Society and shall serve in conjunction with holding their respective elective offices.

Terms of Office

One year, following the annual meeting in May.

Accountability

Reports to: Executive Committee

Purpose

To manage, on behalf of the Board, the performance of the Society's chief staff officer.

Responsibilities

- Annually review the performance of the CEO, based on performance goals set the previous year, including:
 - Receive a presentation by the CEO on achievements for the prior year relative to performance measures established at the beginning of the year, and any other significant achievements of either the Society or the CEO.
 - Report the results of the performance evaluation to the Board.
- Annually establish the overall organization performance measures and cash performance award criteria, weighting, and levels for the coming year, based on market information.
- Annually review the compensation and benefits plan of the CEO and recommend adjustments to the Executive Committee, based on market data and results of the performance review, including:
 - Review competitive marketplace information to establish compensation for the coming year, including industry compensation standards and projected merit pay ranges.
 - Determine salary and performance-based merit adjustments, using marketplace data.

- Receive an assessment from the CEO on the performance of key executive staff and about succession planning for the senior team.
- Periodically review and revise CEO's employment contract

Decision-Making Authority

Make recommendations to the Executive Committee (which reports on its actions to the Board).

Limitations

The HRS President is authorized to sign contracts related to the CEO only after the Executive Committee has formally acted on the recommendation of the Compensation Subcommittee.

Meeting Frequency

Two-three teleconferences annually.

FINANCE COMMITTEE CHARGE

Number of Members 10-12

Composition

Members shall include the President, President-Elect, 1st Vice President, Secretary and Treasurer, Immediate Past President, Chief Executive Officer, one Trustee, a senior member of the “EP” community who is either a former Society president or a previous member of the HRS Executive Committee, and two to four at-large members, that can include Allied and Early Career Professionals, who have extensive managerial experience that includes either managing a practice, managing a department or hospital division. The Secretary and Treasurer shall serve as Chair. The Chair may invite guests as needed to expedite information sharing. See also Limitations below.

Method of Appointment

Ex officio members take office automatically. Other members shall be appointed by the President-Elect, in consultation with the President and Chief Executive Officer.

Term of Office

Ex officio members serve during their term in office. One year for appointed members. Reappointment for three additional, consecutive one-year terms is permissible.

Accountability

Reports to: Board of Trustees

Key Relationships: Executive Committee, Audit Committee

Purpose

To help the Board discharge its fiduciary obligations.

Responsibilities

- Ensure maintenance of accurate and complete financial records, including monitoring income and expenditures against projections.
- Ensure preparation of accurate, timely and meaningful financial statements for the Board.
- Oversee preparation of annual operating and capital budgets that reflect the strategic plan and Board policies.
- Safeguard the Society’s assets, including assessing the implications of proposed funding and ensuring proper risk-management provisions are in place.

- Recommend to the Board investment policies and guidelines for reserve funds and endowments, oversee investment performance and recommend changes to the investment strategy as appropriate.
- Help the Board understand the Society's financial affairs.
- Ensure compliance with federal, state and other requirements related to finances.
- Review and recommend financial policies, including ensuring adequate internal controls and use of standard accounting practices.
- Review and approve all business proposals for expenditures from New Opportunities Fund. Monitor projects once approved.

Decision-Making Authority

- Establish the committee's procedures.
- Make recommendations to the Board.

Limitations

With the exception of the Secretary and Treasurer, members of the Finance Committee are prohibited from serving simultaneously on the Audit Committee.

Meeting Frequency

At least three meetings annually, by teleconference or face-to-face. Additional meetings as needed.

Estimated Time Commitment

10-15 hours per year

Scheduled

Committee Conference Calls
Possible In-Person Meetings

Ad Hoc

Committee Conference Calls (as needed)

Busiest Times of the Year

Budget Cycle (July - September)

Other

The Finance Committee often requires quick turnaround times to respond to changes in financial projections.

GLOBAL RELATIONS COMMITTEE CHARGE

Number of Members

Flexible, depending on the relationships the Society is trying to build on.

Composition

Members shall include a Chair, Vice Chair, and members with close connections to countries or regions.

Method of Appointment

The Committee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President, Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive one-year terms for the Chair and Vice Chair; Members are appointed for one-year terms without a limit.

Accountability

Reports to: Board of Trustees

Key Relationships: Membership Committee and Education Committee

Purpose

To represent the Society's relationships between regional and national communities.

Responsibilities

- Serve as a representative of the Society to regional and national communities.
- Seek ways to increase HRS membership, expand the Society's reach and build the Society's brand.
- Report external activities and discussions to the Board of Trustees as appropriate.
- Actively promote the Society.
- Perform other duties as directed by the Board.

Decision Making Authority

- Make recommendations to the Board.
- Discuss and obtain approval from the Board of Trustees prior to presenting a Society position.
- Comply with the Society's conflict of interest and code of conduct policies, including:
 - Complete the Society's disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require.

- Annually sign the Society's *Volunteer Code of Conduct*.
- Include appropriate Society staff on all related communications, including new topics that will require Society input or resources.

Meeting Frequency

One meeting annually. Additional meetings as needed.

Estimated Time Commitment

3 hours, prior to and during the annual Committee meeting

Scheduled

In-Person Meetings (May, at HRS Scientific Sessions)

Ad Hoc

Committee Conference Calls (as needed)

GOVERNANCE COMMITTEE CHARGE

Number of Members 9

Composition

Members shall include the President, President-Elect, Immediate Past President, and six at-large members. The Immediate Past President shall serve as Chair. The Chair may invite guests as needed to expedite information sharing. See also **Limitations** below.

Method of Appointment

Ex officio members take office automatically. Other members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. At-large members may be reappointed for two additional, consecutive one-year terms.

Accountability

Reports to: Board of Trustees

Key Relationships: Executive Committee, Ethics Committee

Purpose

To ensure the quality and effectiveness of the Society's governance, including its current and future volunteer leadership.

Responsibilities

- Design and implement the Society's leadership development strategy, including:
 - Recruiting and orienting new trustees, officers and committee chairs
 - Conducting an ongoing program of senior volunteer education and team building
 - Overseeing a succession planning strategy that identifies emerging leaders, monitors performance and identifies next-step assignments.
- Oversee a broad-based nominations process and recommend a slate of nominees, developed by the Nominations Subcommittee, to the Board for approval.
- Communicate the slate to the nominated individuals and the Executive Committee.

- Establish criteria for the Society's recognition awards, oversee a broad-based nominations process and recommend award recipients, chosen by the Awards Subcommittee, to the Board for approval. Communicate the recipients to the Executive Committee.

- Regularly evaluate the effectiveness of the Board and committees, including the alignment of the governance structure to the Strategic Plan and priorities established by the Board, and recommend enhancements or corrective measures to the Board. The frequency of governance reviews includes an annual progress assessment and a full-scale review following the adoption of a new Strategic Plan.
- Periodically review, assess and recommend revisions to Board policies and practices.
- Periodically review and recommend revisions to the Bylaws.

Decision-Making Authority

- Make recommendations to the Board.
- Establish the committee's procedures.
- Establish procedures for coordinating subcommittee work.
- Act on the recommendations of subcommittees.

Limitations

At-large members of the Governance Committee are ineligible to be nominated for elected office while serving on the Governance Committee.

All members of the Governance Committee are ineligible to receive awards given by the Society while serving on the Governance Committee, with the exception of the President's Award which is given at the President's discretion.

Meeting Frequency

At least two meetings annually, by teleconference or face-to-face. Additional meetings as needed.

Estimated Time Commitment

Up to 1 hour per month

Scheduled

Committee Conference Calls (bimonthly or as needed)

Ad Hoc

Possible in-person meetings at ACC annual or HRS Scientific Sessions

Busiest Times of the Year

Prior to Board meetings (September, January, May)

AWARDS SUBCOMMITTEE CHARGE

Number of Members 7

Must be an odd number for the purpose of voting

Composition

Members of the Awards Subcommittee shall include the Second Past President and six at-large regular members of the Society who represent diverse fields (e.g. Allied Professionals, basic scientists or previous award recipients). A Past President shall serve as Chair. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The ex officio member takes office automatically. Other members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. At-large members may be reappointed for two additional, consecutive one-year terms.

Accountability

Reports to: Governance Committee

Key Relationships: Board of Trustees

Purpose

To reinforce the Society's strategic image and positioning through its recognition awards.

Responsibilities

- Oversee a nominations and selection process for awards that is broad-based and equitable, and perceived as such by the Society's stakeholders.
- Identify and recruit potential recipients, and stimulate qualified nominations from the Society's leadership and membership.
- Recommend award recipients to the Governance Committee for approval.
- Review requests and oversee the process for new awards.
- Periodically review and assess award categories, criteria and eligibility, and recommend changes to the full Governance Committee.

Decision-Making Authority

- Establish the subcommittee's procedures.
- Make recommendations to the Governance Committee.

Limitations

At-large members of the Awards Subcommittee are ineligible to receive awards given by the Society while serving on the Awards Subcommittee, with the exception of the President's Award which is given at the President's discretion. Members of the Awards Subcommittee cannot nominate awardees while serving on the Awards Subcommittee.

Meeting Frequency

One meeting annually. Additional meetings as needed.

Estimated Time Commitment

5 hours, prior to and during the Awards Subcommittee meeting

Scheduled

Committee Conference Call (November or December)

Ad Hoc

Committee Conference Calls (as needed)

Busiest Times of the Year

Prior to in-person (or teleconference) meeting

NOMINATIONS SUBCOMMITTEE CHARGE

Number of Members 9-11

Must be an odd number for purposes of voting.

Composition

Members of the Nominations Subcommittee shall include the Immediate Past President, Second Past President, seven to nine at-large members. The makeup of the subcommittee should reflect diverse constituencies, including Allied Professionals, basic scientists, and those in private practice. The Second Past President shall serve as Chair. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

Ex officio members take office automatically. Other members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. At-large members may be reappointed for two additional, consecutive one-year terms.

Accountability

Reports to: Governance Committee

Key Relationships: Board of Trustees

Purpose

To recommend a slate of officers and trustees that supports the strategic goals of the Society and builds the leadership capacity of the Board.

Responsibilities

- Oversee a nominations process for officers and trustees that is broad-based and equitable, and perceived as such by the Society's stakeholders.
- Annually assess the Board's strengths and weaknesses and identify capacity-building priorities to be addressed during the nominations process.
- Identify and recruit potential candidates and solicit qualified nominations from the Society's leadership and membership.
- Perform a thorough vetting of candidates for the Board and leadership track, with each candidate being interviewed by a minimum of two Subcommittee members.
- Review Board members who are eligible for reappointment based on guidance from the HRS CEO and President.

- Closely scrutinize nominees' disclosure forms and resolve any existing or potential conflicts, particularly for the nominee for 2nd Vice President (the starting point of the presidential track).
- Recommend a slate of nominees to the Governance Committee for approval.
- Periodically review and assess nominating procedures and practices, and recommend changes to the full Governance Committee.

Decision-Making Authority

- Establish the subcommittee's procedures.
- Make recommendations to the Governance Committee.

Limitations

At-large members of the Nominations Subcommittee are ineligible to be nominated for elected office while serving on the Nominations Subcommittee.

Members of the Nominations Subcommittee cannot nominate officers and trustees while serving on the Nominations Subcommittee.

Meeting Frequency

One face-to-face meeting annually. Additional meetings as needed.

Estimated Time Commitment

6 hours, prior to and during the Nominations Subcommittee meeting

Scheduled

- Interviews with potential candidates
- Teleconference to slate candidates (Fall)

Ad Hoc

- Committee Conference Calls (as needed)

Busiest Times of the Year

- Prior to slating of candidates (Fall)

HEALTH POLICY COMMITTEE CHARGE

Number of Members 8

Composition

Members shall include a Chair and a Vice Chair, President, President-Elect, Chair of the Reimbursement and Regulatory Affairs Subcommittee, and three individuals who have served on a health policy subcommittee or in a similar capacity. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Committee Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

Ex officio members serve automatically. At-large members shall serve a term of one year, with reappointment possible of two additional, consecutive one-year terms.

Accountability

Reports to: Board of Trustees

Key Relationships: Executive Committee, Scientific and Clinical Documents Committee, Reimbursement and Regulatory Affairs Subcommittee

Purpose

To promote high quality patient care and represent the legal, advocacy, regulatory, clinical and basic research interests, and educational goals of heart rhythm specialists.

Responsibilities

Related to Role as an Umbrella Committee

- Set annual objectives and deliverables for subcommittees, in collaboration with the subcommittee chairs and committee staff liaisons.
- Direct, oversee and coordinate subcommittees' work to ensure accountability to the Board and the Committee's priorities and timelines.
- Maintain open communications with stakeholders, including providing regular reports to the Board and Executive Committee, and maintain two-way communications.
- Refer matters to the Board or Executive Committee for approval when required by the Bylaws, Board policies and committee charter, or in instances when the Health Policy Committee is unable to reach consensus on an issue.
- Develop subcommittee members to ensure the committee has access to the expertise it needs, and identify emerging leaders to ensure a strong succession.

Related to Committee-Specific Functions

- Develop and implement an advocacy strategy to promote optimal policies and standards for the study, treatment, management and appropriate physician reimbursement of cardiac rhythm disorders.
- Collaborate with subcommittees to communicate the Society's positions to the relevant federal agencies including the Centers for Medicare and Medicaid Services (CMS), The Food and Drug Administration (FDA), the National Institutes of Health (NIH), the U.S Congress, private research organizations, and other interested parties with guidance on important questions in clinical, basic research, reimbursement and advocacy issues.
- Represent membership interests with industry, third-party payers and others entities with whom the membership has critical relationships.
- Communicate with public and government entities to improve their understanding of issues related to heart rhythm disorders.
- Collaborate with relevant stakeholder organizations, professional societies and federal agencies to promote optimal patient care through research, training and professional, patient and public education.
- Ensure subcommittees monitor government actions and manage issues proactively, including communicating regularly to members.
- Represent the Society's views on optimal training requirements to the government and other organizations.
- Assume other duties at the direction of the Board

Decision-Making Authority

- Set the Society's health policy and advocacy strategy.
- Establish the committee's procedures.
- Refer unresolved issues to the Board or Executive Committee for decision.
- Establish priorities and goals for subcommittees.
- Establish the subcommittee structure in consultation with the Governance Committee and consistent with charges and guiding principles approved by the Board of Trustees.
- Establish procedures for coordinating subcommittee work.
- Act on the recommendations of its subcommittees.

Meeting Frequency

Monthly conference calls. Additional meetings as needed.

Estimated Time Commitment

2 hours per month

Scheduled

Committee Conference Calls (the second Tuesday of every month at 8pm ET, unless otherwise indicated)

Busiest Times of the Year

The Health Policy Committee discusses and votes on decisions made at the subcommittee level. The Health Policy Committee's activities level is dependent on the subcommittees' work.

Other

The Health Policy Committee requires rapid response to provide the Society's position of health policy and advocacy issues.

REIMBURSEMENT AND REGULATORY AFFAIRS SUBCOMMITTEE CHARGE

Number of Members 7 - 10

Composition

The HRS Advisor and Alternate Advisor to the Relative Value Scale Update Committee (RUC), and the HRS Advisor and Alternate Advisor to the Current Procedural Terminology (CPT) Editorial Panel shall serve as ex officio members. Other members shall include between one to four at-large members, and a Chair and a Vice Chair, with appropriate backgrounds. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

Ex officio members serve automatically. The Subcommittee Chair, Vice Chair and other members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

Ex officio members shall serve during their term of office. All other members shall serve one year. Reappointment for two additional consecutive terms of one year is permissible.

Accountability

Reports to: Health Policy Committee

Key Relationships: Executive Committee, Quality Improvement Committee, AMA CPT Editorial Panel, AMA/Specialty Society RUC, AMA House of Delegates, Centers for Medicare and Medicaid Services, private insurers, industry

Purpose

To serve as an authoritative resource on reimbursement and regulatory requirements on the prevention, diagnosis, treatment and management of heart rhythm disorders.

Responsibilities

- Work collaboratively with the Health Policy Committee Chair and the committee staff liaison to set the subcommittee's annual work plan, timeline, budget (if any) and meeting schedule consistent with the Committee's overall priorities and agenda.
- Maintain open communications with the Health Policy Committee via regular reports and two-way communications on issues of mutual interest.
- Refer matters to the Health Policy Committee for review or approval when required by the subcommittee's or the Committee's policies or charge.

- Identify, monitor and respond to coding and reimbursement policies affecting heart rhythm disorders to ensure adequate reimbursement for electrophysiologists and a reasonable regulatory environment
- Provide input on the need for new or revised coding, reimbursement and coverage policies, and develop strategies to effect changes.
- Annually review and update the *HRS Coding Guide for Heart Rhythm Care Procedures and Services*, including clinical data, reimbursement and coding information.
- Develop comment letters in response to proposed and final rulemaking by the Centers for Medicare and Medicaid Services on issues relevant to the Society, including the Medicare Part B Physician Fee Schedule, Outpatient Prospective Payment System, Inpatient Prospective Payment System.
- Work collaboratively to communicate information on reimbursement and regulatory issues to HRS members.
- Provide support to the Health Policy Committee on relevant reimbursement and related policy issues in Congress, federal agencies and private payers.

Decision-Making Authority

- Establish subcommittee procedures.
- Make recommendations to the Health Policy Committee for further action, including authorizing the preparation of, or approving comment letters and position statements.

Meeting Frequency

Ten to twelve conference calls annually, and at least one face to face meeting. Additional meetings as needed.

Estimated Time Commitment

2-3 hours per month

Scheduled

Committee Conference Calls (9 one-hour calls per year)
In-Person Meeting (May, at Scientific Sessions)

Ad Hoc

Committee Conference Calls (as needed)
Email discussions (as needed)

Busiest Times of the Year

Not predictable

Other

Subcommittee members are asked to review coverage policies that are proposed by private insurance carriers or Medicare. The turn-around time can be quick, depending on when an insurance carrier contacts HRS.

Limitations

The Chair of the Reimbursement and Regulatory Affairs Subcommittee must have no financial relationships with industry, excluding research and fellowship support, and the Subcommittee members' relationships must total less than \$100,000, excluding research and fellowship support.

The Reimbursement and Regulatory Affairs Subcommittee receives confidential information about emerging technologies, and frequently advocates for coding and coverage policies that impact new or emerging EP services. This information has the potential to move markets. In the interest of transparency and to maintain required confidentiality among professional and governmental bodies, subcommittee members must have RWI that are less than required for other HRS committees.

MEMBERSHIP COMMITTEE CHARGE

Number of Members: 10-13

Composition

Members shall include a Chair, Vice Chair, Member Engagement Subcommittee Chair, and a diverse mix of members reflecting the Society's membership, including Allies and an Early Career Professional. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive terms of one year is permissible.

Accountability

Reports to: Board of Trustees

Key relationships: HRS Communities, Education Committee, Scientific Sessions Program Committee, Health Policy Committee, Governance Committee, Finance Committee

Purpose

To ensure that the Society creates and sustains member value, and to recruit, engage and retain members.

Responsibilities

- Oversee development and implementation of an effective membership marketing strategy.
- Recommend policies regarding membership categories, dues and benefits that support strategic plan objectives.
- Monitor members' professional needs and satisfaction, and recommend enhancements or corrective actions.
- Monitor member benefits and services, and make recommendations for new or modified benefits and services to the Board, or the relevant operating committees.
- Monitor membership retention levels and recommend corrective actions as needed.
- Oversee recruitment of Society members, including early-career and international members.

- Oversee and coordinate support for HRS Communities and act as a conduit of information to committees, subcommittees, task forces and staff liaisons about HRS Community needs and suggestions.
- Monitor the effectiveness of HRS Communities and recommend enhancements or corrective actions.
- Review and approve applications for membership, including for Fellow of the Heart Rhythm Society (FHRS).

Decision-Making Authority

- Make recommendations to the Board.

Meeting Frequency

Quarterly meetings, by teleconference or face-to-face. Additional meetings, as necessary.

Estimated Time Commitment

3 hours per month

Scheduled

Committee Conference Calls (quarterly)

In-Person Meeting (May, at HRS Scientific Sessions)

Other

Review of FHRS applications

- FHRS applications require review and vote by each committee member. Turnaround times are one to two weeks for each batch of applications that is sent for review.

Busiest Times of the Year

January-end of March, to review FHRS applications

MEMBER ENGAGEMENT SUBCOMMITTEE CHARGE

Number of Members: 10-12

Composition

Members shall include a Chair, Vice Chair, and a diverse mix of members reflecting the Society's membership.

Method of Appointment

The Subcommittee Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Reports to: Membership Committee

Purpose

- To involve members in high impact opportunities that enrich their experience and deepen their commitment, while increasing the Society's reach and advancing its mission.
- To develop a short and long-term plan that provides opportunities for every member of the Heart Rhythm Society who desires to be engaged with the Society the opportunity to do so.

Responsibilities

- Ensure optimal member engagement.
- Provide member engagement strategic oversight for member satisfaction, value and loyalty as well as recruiting and identifying potential candidates for leadership and other key roles for the Society.
- Monitor and report engagement trends, performance and opportunities.
- Provide oversight and strategic direction for Communities of Practice, identify and recommend key communities for the Society to prioritize and sponsor.
- Maintain a program that acknowledges and recognizes volunteer service.

Decision-Making Authority

- Make recommendations to the Membership Committee

Meeting Frequency

- Bi-monthly, or monthly as needed.

PATIENT AND CAREGIVERS COMMITTEE CHARGE

Number of Members 6 - 8

Composition

Members shall consist of a Chair and a Vice Chair, one of whom shall be an electrophysiologist and one will be an Allied Professional, and between 4-6 at-large members, including at least one Allied Professional, one pediatric member, one patient and one patient-caregiver. For specific meetings or projects, the Chair may invite volunteer HRS members (both physicians and allied professionals), international HRS members, members of appropriate patient advocacy groups, and additional patients or patient caregivers. Working groups will be assembled as needed to engage in specific projects.

Method of Appointment

The Committee Chair, Vice Chair and members shall be appointed by the President-Elect in consultation with the President and Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Reports to: Board of Trustees

Key Relationships: Education Committee and Subcommittees, Allied Professional Council, Health Policy Committee, Communications Committee,, Scientific Sessions Program Committee, Membership Committee, and HRS Communities.

Purpose

To drive the Society's patient-centered initiatives as the leading source of information on heart rhythm disorders for patients and their lay caregivers, including parents and other family members or nonprofessional caregivers.

Responsibilities

- Work collaboratively with the Patient and Caregivers Committee staff liaison to set the Committee's annual work plan, timeline, budget (if any) and meeting schedule consistent with the Committee's overall priorities and agenda.
- Work closely with key Board Liaisons (Patient and Caregivers, Education and Allied Professional Council) to ensure alignment of proposed projects with the Strategic Plan.
- Maintain open communications with Key Relationship committees on projects/issues of mutual interest via regular reports and two-way communications.

- Plan, execute and oversee the development and implementation of the Society's patient-centered programs and activities, including culturally sensitive patient education materials and programs, with a focus on awareness, diagnosis and treatment of AF and SCA.
- Seek patient and caregiver input to develop patient-centered programs and activities, including projects/activities addressing patient health-care advocacy.
- Explore opportunities to collaborate with other professional health care organizations, to design, develop and execute programs for the non-EP community (primary care and general cardiologists), to help improve referral protocols, patient care and outcomes.
- Explore opportunities to collaborate with patient health care advocacy organizations, to design, develop and execute programs for patients and their caregivers, to improve patient awareness, and health outcomes.
- Oversee the relationship between the Society and external patient groups.
- Periodically assess members' needs for patient and caregiver information, and evaluate their satisfaction with the Society's patient-centered content and activities.
- Work collaboratively with the Education Committee and Business Development staff to incubate ideas for potential funding, in alignment with the Strategic Plan and annual Board priorities.
- Act as a resource to the Communications Committee for educating media professionals about heart rhythm disorders and care.
- Review external sponsor proposals involving patient and patient caregiver education and offer recommendations to the Education Committee.
- Explore opportunities to partner with international members/non-members to identify educational and/or advocacy needs for patients with heart rhythm disorders that cross national, racial, social, and economic borders.
- Seek specific opportunities to develop publications, media-products for patients and patient care givers.
- Ensure fiscal responsibility within approved budgets and for new program and services development.

Decision-Making Authority

- Establish Committee procedures.
- Develop strategy and decision criteria for internal patient initiatives, in alignment with the Strategic Plan and the Board's priorities.
- Make recommendations to the Board of Trustees.
- Build collaborative relationships with possible partner organizations and sponsors.

Work with key Board of Trustees Liaisons.

Meeting Frequency

Quarterly meetings by teleconference or face-to-face. Additional proposed meetings include:

- Annual patient advocacy group. In addition to the members of the Patient and Caregivers Committee, an additional 5-7 invited patient and caregiver participants and/or members of appropriate patient advocacy groups and key HRS staff will be invited.

- The focus of this group will be to gain insight into patient, caregiver and health care provider concerns regarding education in order to develop meaningful products and initiatives. Appropriateness of pursuing donor and sponsor funding will be considered following these meetings.
- A Generative Idea meeting to be held at the annual HRS Scientific Sessions. This group would be formed of 8-10 additional ad hoc HRS member volunteers, in addition to the members of the Patient and Caregivers Committee.
 - The purpose of this group is to identify potential ideas that could be pursued over the following year using working groups. Projects of minimal financial commitment would be identified and opportunities to pursue potential grant funding.

Estimated Time Commitment

Varies depending on project/program assignments. Estimate 4 hours per month.

Scheduled

Chair and Vice Chair Conference Calls (every 4-6 weeks)

In-Person Meetings annually at HRS Scientific Sessions

Full Patient and Caregivers Committee Quarterly meetings via Conference Calls or in-person

Patient Advocacy meeting annually

Generative Idea meeting annually

Ad Hoc

Committee Conference Calls and meetings (as needed)

Busiest Times of the Year

Budget preparation cycle (July - August)

QUALITY IMPROVEMENT (QI) COMMITTEE

Number of Members: 7 – 13

Composition

Members shall have knowledge and interest in healthcare QI and include a physician Chair and Vice Chair, other physicians from diverse healthcare environments, QI experts/administrators from hospitals or health systems, a payer representative, an Allied professional, a Fellow-in-training or emerging leader, and a patient representative. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Committee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive one-year terms is permissible.

Accountability

Reports to: Board of Trustees

Key Relationships: Education Committee; Scientific Sessions Committee; Health Policy Committee and Regulatory Affairs Subcommittee; Scientific and Clinical Documents Committee

Purpose

To shape the Society's quality improvement activities in order to accomplish the following goals:

- Foster a culture of quality improvement with a global network of heart rhythm *quality champions* and the delivery of QI education and training opportunities related to heart rhythm disorders;
- Identify and evaluate systems-based methods to improve experience and outcomes for patients with heart rhythm disorders;
- Increase the awareness, acceptance, adoption and adherence to clinical guidelines and best practices by healthcare professionals who treat patients with heart rhythm disorders;
- Address gaps that result in population disparities in care and outcomes for those with heart rhythm disorders;
- Expand the availability and use of tools to measure performance and outcomes, control variability, reduce cost and improve efficiency in the care of patients with heart rhythm disorders;

- Ease the burden for heart rhythm professionals in meeting regulatory and credentialing requirements and transitioning to the constantly evolving environment of healthcare payment reform;
- Identify sustainable business models for continued HRS QI education.

Responsibilities

- Strategize and design a plan, timeline, and budget to meet the goals listed above;
- Share expertise and guidance in regular communications, primarily via email, phone and online meetings with occasional in-person meetings held in conjunction with HRS events;
- Review plans, proposals, meeting summaries and reports and offer feedback as requested;

Decision-Making Authority

- Establish QI education plans
- Recommend QI champions
- Recommend education, training and tools to appropriate HRS committees

Meeting Frequency

- Quarterly conference calls
- Annual in-person meeting held in May during HRS Scientific Sessions

Estimated Time Commitment

2 hours per month

Scheduled

Committee Conference Calls (once per quarter)

In-Person Meeting (May, during Scientific Sessions)

Ad Hoc

Committee Conference Calls (as needed)

Busiest Times of the Year

Prior to conference calls

RESEARCH COMMITTEE CHARGE

Number of Members 9-11

Composition

Members shall have diverse research experience or interests, and shall include a Chair, Vice Chair, Chair of the Fellowship Subcommittee, Early Career member, and one representative from an external organization such as NIH or NHLBI. To ensure diversity, the membership shall include expertise in basic, translational, clinical, outcomes, and population science. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Committee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer. The ex officio member serves automatically.

Term of Office

One year. Reappointment for two additional consecutive one-year terms is permissible

Key Relationships

Reports to: Board of Trustees

Key Relationships: Research Fellowship Awards Subcommittee, Scientific Sessions Program Committee; partnering organizations

Purpose

To foster, facilitate, and promote scientific investigation and collaboration within the HRS community and to serve the needs of the HRS membership participating in research.

Responsibilities

- Direct, oversee and coordinate the subcommittee's work to ensure accountability to the Board and the Committee's priorities and timelines.
- Maintain open communications with stakeholders, including keeping the Board and Executive Committee informed via regular reports, and maintaining two-way communications on issues of mutual interest.
- Oversee the research fellowship application process to ensure broad-based representation.
- Refer matters to the Board or Executive Committee for approval when required by the Bylaws, Board policies or committee charter.
- Develop subcommittee members to ensure the committee has access to the expertise it needs, and identify emerging leaders to ensure a strong succession.

- Design mentorship and peer support initiatives for members of the HRS research community at all stages of career development.
- Incentivize and reward research activities within the HRS community by promoting and highlighting findings and accomplishments to the broad HRS membership, external funding agencies and the public.
- Advance and support career development of early stage investigators through educational content and initiatives.
- Establish relationships with external stakeholders and funding agencies, inclusive of National Institutes of Health, foundations, and industry, to pursue joint initiatives and advocacy for heart rhythm research.

Decision-Making Authority

- Establish priorities and goals for subcommittees.
- Establish the subcommittee structure in consultation with the Governance Committee, consistent with charges and guiding principles approved by the Board.
- Establish procedures for coordinating subcommittee work.
- Act on the recommendations of its subcommittee.
- Approve recipients of research awards.
- Make recommendations to the Board.

Meeting Frequency

A minimum of three conference calls annually, with the possibility of one face-to-face meeting. Additional meetings as needed.

Estimated Time Commitment

Up to 2 hours per month

Busiest Times of the Year

Prior to committee meetings

RESEARCH FELLOWSHIP AWARDS SUBCOMMITTEE CHARGE

Number of Members 9-11

Must be an odd number for the purposes of voting.

Composition

Members shall be a diverse mix of basic and clinical scientists that is proportionate to the prior 2-3 years' applicant pool and shall reflect the Society's diverse membership. Members may include previous award recipients who have achieved successful academic careers after 5-10 years post-award. Members shall include a Chair and a Vice Chair, one of whom shall be a clinical scientist and the other a basic scientist. The Chair may recruit additional ad-hoc committee members if the number of applications in any given year exceeds the review capacity of the committee. The Chair may invite guests as needed to expedite information sharing who shall also reflect the Society's diverse membership.

Method of Appointment

The Subcommittee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive term of one year is permissible.

Key Relationships

Reports to: Research Committee

Key relationships: n/a

Purpose

To oversee the Society's program of full-year clinical and basic research awards.

Responsibilities

- Work collaboratively with the Research Committee Chair and the committee staff liaison to set the subcommittee's annual work plan, timeline, budget (if any) and meeting schedule consistent with the Committee's overall priorities and agenda.
- Maintain open communications with the Research Committee via regular reports and two-way communications on issues of mutual interest.
- Refer matters to the Research Committee for approval when required by the subcommittee's or the Committee's policies or charge.
- Set criteria for fellowship awards.
- Review applications for full-year industry-funded and other research fellowships.
- Select award recipients for recommendation to the Research Committee.

- Sponsor the Research Fellowship Scholarship Presentations and Awards session during the Annual Scientific Sessions.
- Participate in the awards event during the Annual Scientific Sessions.
- Advise and participate in efforts to generate award revenue for the Society.
- Develop an educational program for the Annual Scientific Sessions that promotes the role of basic and clinical research within the Society.

Decision-Making Authority

- Establish award criteria.
- Nominate award recipients.
- Recommend award recipients to the Research Committee.

Limitations

Members of the Fellowship Subcommittee are prohibited from viewing or scoring applications from individuals in whose work they are involved in any way. The member shall recuse her- or himself from the remainder of the selection process.

In the event that the involved member is the subcommittee chair, she or he shall select an individual to review the scores and approve the list of finalists. In the event the application is selected as a finalist, the Chair shall recuse her- or himself from the selection process entirely, and the Chair of Research Committee shall appoint an Acting Chair of the Subcommittee for the remainder of that year's competition.

Awarding the Research Fellowship Scholarships is contingent upon grant support to fund the scholarships.

Meeting Frequency

Two meetings annually, one face-to-face meeting at the annual Scientific Sessions and one teleconference for final scoring. Additional meetings as needed.

Estimated Time Commitment

4 hours per month

Scheduled

- Committee Conference Calls (quarterly)
- In-Person Meetings (May, at HRS Scientific Sessions)

Ad Hoc

- Committee Conference Calls (as needed)

Busiest Times of the Year

January and February

SCIENTIFIC & CLINICAL DOCUMENTS COMMITTEE CHARGE

Number of Members 15-18

Composition

Members shall consist of a Chair and a Vice Chair, physicians and Allied Professionals from diverse healthcare environments (including consideration of an international member, a basic scientist, and a representative from pharmacology) with comprehensive knowledge and interest in clinical documents and an Early Career Professional. The Chair may invite guests as needed to expedite information sharing, such as a representative from a collaborative document.

Method of Appointment

The Committee Chair, Vice Chair, and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for three additional consecutive terms of one year is permissible.

Key Relationships

Reports to: Board of Trustees

Key relationships: Executive Committee, Education Committee, Health Policy Committee, Scientific Sessions Program Committee, Communications Committee, Ethics Oversight Committee, Chairs of document writing groups.

Purpose

To oversee the development and endorsement of clinical documents relevant to the needs of heart rhythm professionals.

Responsibilities

- Utilize needs assessment and other data resources to identify and prioritize topics for clinical documents, in collaboration with the Education Committee.
- Facilitate the initial development, revision and/or endorsement of clinical documents, including establishing effective operating procedures.
- Maintain proactive communications with relevant committees about in-process and planned documents, to provide sufficient time for planning, collaboration and leveraging of documents for maximum impact.
- Review requests for document collaboration/participation submitted by external organizations and make recommendations to the Executive Committee.
- Recommend individuals to the President for appointment to writing groups for Society and external entities' documents.

- Review and recommend endorsement decisions to the Board or Executive Committee on clinical documents, whose approval is discretionary and final.
- Collaborate with the Education Committee to develop tools to promote knowledge and implementation of HRS consensus documents.

Decision-Making Authority

- Establish committee procedures.
- Recommend document topics to the Board.
- Recommend action on external organizations' requests to the Executive Committee.
- Recommend document endorsement decisions to the Board or Executive Committee.
- Recommend writing group members to the President.
- Recommend document chairs to the Executive Committee.

Meeting Frequency

One annual face-to-face meeting at HRS Scientific Sessions, monthly teleconferences and additional meetings as needed.

Estimated Time Commitment

Up to 5 hours per month

Busiest Times of the Year

The estimated time commitment is greater when clinical documents are identified and prioritized and preparations are made for the release of completed document(s) at the Annual Scientific Sessions.

Other

The SCDC plays an integral role in the HRS clinical document development process. SCDC members are expected to respond in a timely manner to requests for review and when asked for recommendations.

SCIENTIFIC SESSIONS PROGRAM COMMITTEE CHARGE

Number of Members Up to a maximum of 35

Composition

Members shall include the President-Elect, 1st Vice President, 2nd Vice President, and up to 32 at-large members with a diverse mix of expertise and backgrounds, with an early career member on each team, as appropriate. The Chairs of the CME Compliance Subcommittee, Health Policy, Quality Improvement and Digital Health Committees participate on an ad hoc basis as non-voting members, as does a member from the Cardiac Electrophysiology Society. The Committee Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The 1st Vice President shall serve as the Chair. The 2nd Vice President shall serve as the Abstract Chair. Committee members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for three additional consecutive terms of one year is permissible, except early career members who serve a maximum of two years, unless assigned a permanent position to a non-early career role.

Accountability

Reports to: Board of Trustees

Key Relationships: Education Committee, Membership Committee, Communications Committee, Young Investigator Awards Subcommittee

Purpose

To ensure the quality of the Society's annual Scientific Sessions as the leading worldwide source of information on heart rhythm disorders.

Responsibilities

- Develop the meeting format, including coordinating the needs of internal committees and interest groups and designing the scientific program.
- Regularly assess the state of knowledge in the field of electrophysiology, review gaps in knowledge and develop strategies to address unmet needs.
- Regularly evaluate the effectiveness of the Scientific Sessions for physicians, scientists and allied professionals.
- Identify, select and recruit faculty members.
- Review and select abstracts to be presented.

- Oversee preparation and dissemination of the preliminary and final programs.
- Oversee all activities related to the annual meeting.
- Annually evaluate the meeting's effectiveness and economics, and recommend future enhancements to the following year's committee.
- Safeguard the Society's reputation as an ethical and scientific leader.
- Comply with the educational standards as set by accrediting bodies.
- Ensure fiscal responsibility within approved budgets and for new enhancements or programs within scientific sessions.

Decision-Making Authority

- Establish the committee's procedures.
- Set the annual program.
- Select the faculty, abstract presenters and other speakers.
- Approve the preliminary and final programs.
- Recommend enhancements or changes to the Board.

Meeting Frequency

Three to four meetings annually, by teleconference or face-to-face. Additional meetings as needed.

Estimated Time Commitment

0 – 20 hours per month

Busiest Times of the Year

Prior to committee conference call meetings

Program build (June 15 - August 15)

Abstract review and session build (December 15 - February 1)

Late-breaking clinical trial review and selection (March 15 - April 1)

Budget preparation cycle (June - August)

Scheduled

Committee Conference Calls (June 15 – 30 and as needed)

In-Person Meetings (at ACC annual meeting and HRS Scientific Sessions)

Ad Hoc

Chair & Co-Chair Conference Calls (weekly with staff liaisons)

YOUNG INVESTIGATOR AWARDS SUBCOMMITTEE CHARGE

Number of Members 8

Composition

Members shall consist of a Chair and a Vice Chair, one of whom shall be a basic scientist and the other shall be a clinical scientist, and three judges in the clinical category, three judges in the basic science category. The Chair may invite guests as needed to expedite information sharing.

Method of Appointment

The Subcommittee Chair, Vice Chair and members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer.

Term of Office

One year. Reappointment for two additional consecutive terms of one year is permissible.

Key Relationships

Reports to: Research Committee

Key Relationships: Scientific Sessions Program Committee

Purpose

To recognize outstanding young investigators for their contributions and potential in the field.

Responsibilities

- Work collaboratively with the Research Committee Chair and the committee staff liaison to set the subcommittee's annual work plan, timeline, budget (if any) and meeting schedule consistent with the Committee's overall priorities and agenda.
- Maintain open communications with the Research Committee via regular reports and two-way communications on issues of mutual interest.
- Refer matters to the Research Committee for approval when required by the subcommittee's or the Committee's policies or charge.
- Set criteria for awards.
- Review all abstracts and manuscripts submitted by young investigators for presentation at the annual Scientific Sessions.
- Select three finalists in the clinical and basic science categories, respectively, to present their work at the Young Investigator Award competition at the annual Scientific Sessions.
- Attend the competition to judge the quality of the presentations.
- Following the competition, select one award recipient in each category.

- Participate in the recognition event.
- Recommend manuscript revisions to the *HeartRhythm* journal editors as needed.

Decision-Making Authority

- Establish award criteria
- Select finalists and award recipients
- Recommend manuscript revisions

Limitations

Members of the YIA Subcommittee are ineligible to be nominated for Young Investigator Awards while serving on the subcommittee. Members are prohibited from viewing or scoring submissions from young investigators in whose work they are involved in any way. In the event the submission is selected as a finalist in the YIA Competition, the member shall recuse her- or himself from the remainder of the selection process.

In the event that the involved member is the subcommittee Chair, the Vice Chair shall review the scores and approve the list of finalists. In the event the submission is selected as a finalist, the Chair shall recuse her- or himself from the selection process entirely, and the Vice Chair shall serve as Acting Chair of the Subcommittee for the remainder of that year's competition.

Meeting Frequency

At least two meetings annually, by teleconference or face-to-face. Face-to-face meetings occur at the annual Scientific Sessions. Additional meetings as needed.

Estimated Time Commitment

Up to 15 hours per month (January and March)

Scheduled

In-Person Meetings (Two in-person meetings in May, at HRS Scientific Sessions)

Busiest Times of the Year

Submission review (March)

ALLIED PROFESSIONAL COUNCIL CHARGE

Number of Members

Determined by the number of Allied Professionals serving on committees and subcommittees, working groups, and task forces, and three to five at-large members.

Composition

Members shall include a Chair and Vice Chair, members of current committees, working groups, task forces, and three to five at-large members, including members from the Allied Professionals Community Planning Team, to ensure representation of all Allied Professionals, including nurse practitioners, physician assistants, registered nurses, medical assistants, technicians, technologists, genetic counselors, psychologists, PharmDs, and CRNAs. The senior Allied Professional Trustee shall serve as the Board Liaison.

Method of Appointment

Ex-officio members serve automatically. The Chair and Vice Chair and at-large members shall be appointed by the President-Elect, in consultation with the President and the Chief Executive Officer, from recommendations from Allied members of the HRS Board of Trustees.

Term of Office

Ex-officio terms coincide with their term on a committee, working group or task force. The term of at-large members shall be one year, with reappointment possible to a maximum of two additional, consecutive one-year terms.

Accountability

Reports to: Board of Trustees

Key Relationships: All governance groups that have Allied Professional members.

Purpose

To identify areas whereby the Heart Rhythm Society can coordinate the talents and strengths of Allied Professionals to better meet the needs of the Society's Strategic Plan, as well as the needs of Allied Professional members.

To allow Allied Professional Trustees and committee members to organize, communicate, network and mentor potential Allied Professional leadership.

To serve as the central resource to HRS leadership to identify Allied Professional members with the knowledge and skills to best contribute to emerging initiatives.

Responsibilities

- **Create a process to identify and mentor upcoming Allied Professional leadership.**
 - Establish criteria for developing leadership for Governance Committee and Board approval.
 - Create a pipeline for future HRS Allied Professional volunteer leadership to contribute at every level of the HRS governance structure.
 - Promote mentorship of more experienced Allied Professionals to emerging Allied Professionals, to include professional development, research, and advocacy skills for participation in committee, chair and other work.

- **Develop strategies to recruit and retain Allied Professional members.**
 - Coordinate with staff to develop and maintain Allied Professional member records to include the identification of strengths and skills to draw on specific roles and tasks of any HRS governance group initiative.
 - Survey Allied Professional constituents to understand what they value and strategize to meet their needs of the diverse members in areas of education, patient and caregiver support, health policy, research and fiscal management.

- **Recommend appropriate Allied Professional members for committees, working groups, and task forces**
 - Identify and recommend volunteers to serve on HRS committees, working groups, and task forces.
 - Consult on new initiatives to coordinate Allied Professional representation.
 - Identify methods to involve increased numbers of Allied Professional members into the Society's work through the use of additional ad hoc working groups; mentor and support scientific session faculty; promote Allied Professional member research and publication; and encourage participation in emerging HRS initiatives.

- **Facilitate communication between Allied Professionals serving on committees**
 - Coordinate Allied Professional efforts on individual committees and across all governance groups to economize effort, limit redundancy, communicate ideation, promote communication and assure the goals of the Strategic Plan.

- With approval from the Board of Trustees, form strategic alliances with non-physician professional groups for education and advocacy opportunities.

Decision-Making Authority

Provide recommendations to the Board of Trustees.

Meeting Frequency

- Quarterly via conference call
- In-person meeting during the HRS Scientific Sessions

Estimated Time Commitment

Scheduled

Committee Conference Calls (Quarterly)
In-Person Meeting (May)

Ad Hoc

Committee Conference Calls (as needed)

Busiest Times of the Year

Budget preparation cycle (June - September)
During the Committee Appointment Process (November-January)
Prior to Scientific Sessions