

HRS AP Leadership Pathway Framework

Purpose

The HRS AP Council acknowledges the lack of clarity regarding the promotion pathway for Allied Health Professionals or Allied Professionals (APs) within the established Governance Structure for HRS (Appendix 1). The HRS AP Council formed a work group in November of 2023 to address this need with a goal to complete the work in two phases.

Phase I involved conducting an environmental scan of the HRS volunteer engagement system to identify opportunities for AP involvement within HRS. Phase II focused on developing an HRS AP Leadership Pathway, which includes a structured professional ladder outlining leadership opportunities within HRS. This pathway specifies prerequisites and metrics for progression at each level of leadership.

The goal of this Leadership Pathway is to provide transparency and fairness in the leadership development process and to serve as a clear guide for AP members seeking progression within HRS leadership. Although the AP Council does not directly appoint members for leadership positions, it does provide recommendations to the HRS executive and administrative leadership including recommendations for committee appointments.

This document is intended to provide additional support to HRS executive and administrative leadership for identifying leaders and future leaders within the HRS AP community.

Additionally, we hope this Leadership Pathway will serve as a valuable resource for recruiting and retaining AP members.

Target Audience

This document is intended to be a resource for the HRS AP community as well as other stakeholders including members of the HRS Governance Structure. The HRS AP community encompasses a wide range of professions involved in the care of electrophysiology patients, both clinical and non-clinical. These professions include, but are not limited to:

Clinical

- Registered Nurses
- Advanced practice providers— Nurse Practitioner, Physician Assistant, Clinical Nurse Specialist, CRNA (Nurse Anesthetist)
- Genetic Counselors
- Cardiac Technician/ Technologists
- Pharmacists
- Medical assistants
- Psychologists
- Radiology technologists

Non-Clinical



- Biomedical Engineers
- Research Coordinator
- Clinic and Hospital Managers and Administrators
- Healthcare Industry Members

This diverse group of professionals accounts for approximately a quarter of the HRS Membership and is a growing segment within the organization.

Key stakeholders include members of the HRS staff, such as the CEO, the Executive Committee, including the President and Vice President of HRS, the Board of Trustees, and members of HRS councils and committees. Additionally, other HRS member groups, including physicians and researchers, play an integral role in the organization.

The workgroup recognizes that HRS serves AP members with a wide variety of professional and organizational experience. At the professional level, HRS AP Members include early career, mid-career and late career EP professionals and those with other clinical and non-clinical healthcare experience who later transition to the EP field. These stages are defined by HRS as follows:

- Early career- 0-7 years
- Mid career- 8-20 years
- Advanced Career > 21 years

The workgroup recognizes that outside of these time-based designations, there are AP members who are new to the EP specialty or have transitioned from one role to another within the EP specialty. These members often have relevant healthcare and leadership experience but may also have unique needs related to specialty or role transitions.

HRS serves a diverse range of members, including long-standing members, new members, and those considering membership. Additionally, HRS AP members may have professional experience with other partner organizations, further enriching the community.

AP Leadership Pathway Structure

The proposed HRS AP Leadership Pathway serves as a guide for leadership development and progression within the Heart Rhythm Society. This pathway outlines a structured ladder, allowing members to engage in various levels and activities throughout their careers, often simultaneously. Generally, for early-career and early mid-career members, or those new to the society, active participation and demonstrated proficiency at lower levels will be essential to prepare for higher-level opportunities within the pathway.

The HRS AP Leadership Pathway is structured as a career ladder to support professional growth and advancement within HRS. At each level, the HRS AP Leadership Track includes:



- A brief description of the activity
- Suggested career level
- Pre-requisite activities including both mandatory and other suggested pre-requisites
- Anticipated time commitment (when available)

The workgroup recognizes that some activities within the pathway may be repeatable, while others may offer opportunities for diverse participation. Engaging in a variety of activities is highly beneficial for developing the communication and leadership skills necessary to progress along the pathway. This engagement also helps members build a deeper understanding of the society's mission, vision, and goals, fostering institutional knowledge essential for leadership advancement.

Volunteer Competency

HRS utilizes a Volunteer Competency Framework (Appendix 2) that is central to the AP Leadership Pathway structure. The Volunteer Competency Framework recognizes that participants in HRS activities bring a variety of skills, and that developing and building on these skills is fundamental for leadership progression. Broadly, these skills are grouped into three progressive categories as the participant moves forward and that competency in each area is needed to progress to the next category. The three categories include:

- Contributor Track
- Leadership Track
- Presidential Track

Proficiency for each of these tracks is done by evaluating skills that fall within the following domains:

- Professional Acumen
- Collaboration
- Delivering Results
- Vision and Direction

In addition to achieving proficiency in each of these domains, the individual participant is responsible for having consistent attendance in activities in which they volunteer. Members should also keep documentation of activities and interests in the Volunteer Interest Form which can be updated throughout the year and can be accessed through the HRS website. **Some activities will require nomination or self-nomination or application to participate such as committee assignments or the Leadership Education for Allied Professionals (LEAP) Program.**

Foundations of the AP Leadership Pathway

Current HRS Membership is the foundational step for eligibility in HRS leadership opportunity and advancement. The work group recognizes that there is responsibility both at the level of the member, and at the institutional level including the support and involvement of the AP Council.

Member responsibilities:

- Maintain active membership including annual dues
- Maintains an updated Member Profile including:
 - Areas of interest/experience;
 - Updated resume/CV.
- Responds to formal and informal requests for volunteers which includes but is not limited to:
 - Bi-annual call for committee volunteers (fall and spring);
 - AP Council Journal Club;
 - Requests for topics, speakers for annual scientific sessions;
 - Abstract reviewers;
 - Other working groups.
- Participates in HRS Communities:
 - Allied Health Professionals channel and others;
 - Other social media platforms.
- Participates in Leadership Development Programs:
 - Leadership and Education for Allied Professionals (LEAP) program;
 - Mentorship.
- Demonstrates a commitment to professional development:
 - IBHRE certification;
 - Fellow of Heart Rhythm Society (FHRS).

HRS responsibilities:

- The workgroup recommends the development of an AP Member Handbook as a resource for opportunities, expectations and other resources including contact information for different programs/opportunities
- Maintains updated information on digital platforms targeted to AP's:
 - Leadership opportunities currently available to AP's:
 - includes committees, taskforce, working groups and other volunteer opportunities;
 - a description of each activity with duration of participation;
 - prerequisites for selection;
 - contact information for questions and/or to volunteer.
 - Academic opportunities available to AP's;
 - includes AP Research Series;

- description of HRS and HRX with details on benefits of participating as attendee, faculty or abstract writer.
- Other resources:
 - links to the various educational opportunities ([HRS 365](#), [Core Concepts](#), etc);
 - including AP specific content;
 - links to patient resources ([UpBeat](#));
 - instructions on how to join [Communities](#) including the Allied Health Professionals channel and other social media resources.

LEAP Program Alumni

The group recognizes that the LEAP program is a cornerstone of the modern HRS Leadership Pathway for APs. The program creates a bi-directional relationship in which HRS invests time and resources into developing future leaders not only in the EP clinical workforce, but also to cultivate future leaders within HRS. This program represents a commitment to APs to raise visibility and create opportunities within HRS for leadership and professional growth and enrichment. In return, LEAP alumni should anticipate being a resource for continued participation in HRS at the Contributor and the Leadership track including speaker and committee opportunities, working group opportunities and other volunteer opportunities.

Selection for Volunteer Opportunities

The selection process varies depending on the volunteer opportunity. For many volunteer positions, nomination or self-nomination is required. Applicants must complete the nomination process and submit the necessary documentation by the specified deadline outlined in the call for nominations. For volunteer roles that fall within the Governance structure of HRS—such as appointments to operating committees, governing committees, and councils—appointments are made by the Executive Committee, including the President of HRS. Positions on the Board of Trustees follow a separate process. The Nominations Subcommittee conducts an initial review of eligible applicants, interviews candidates, and advances selected candidates. The final decision is made by a vote of the general HRS membership.

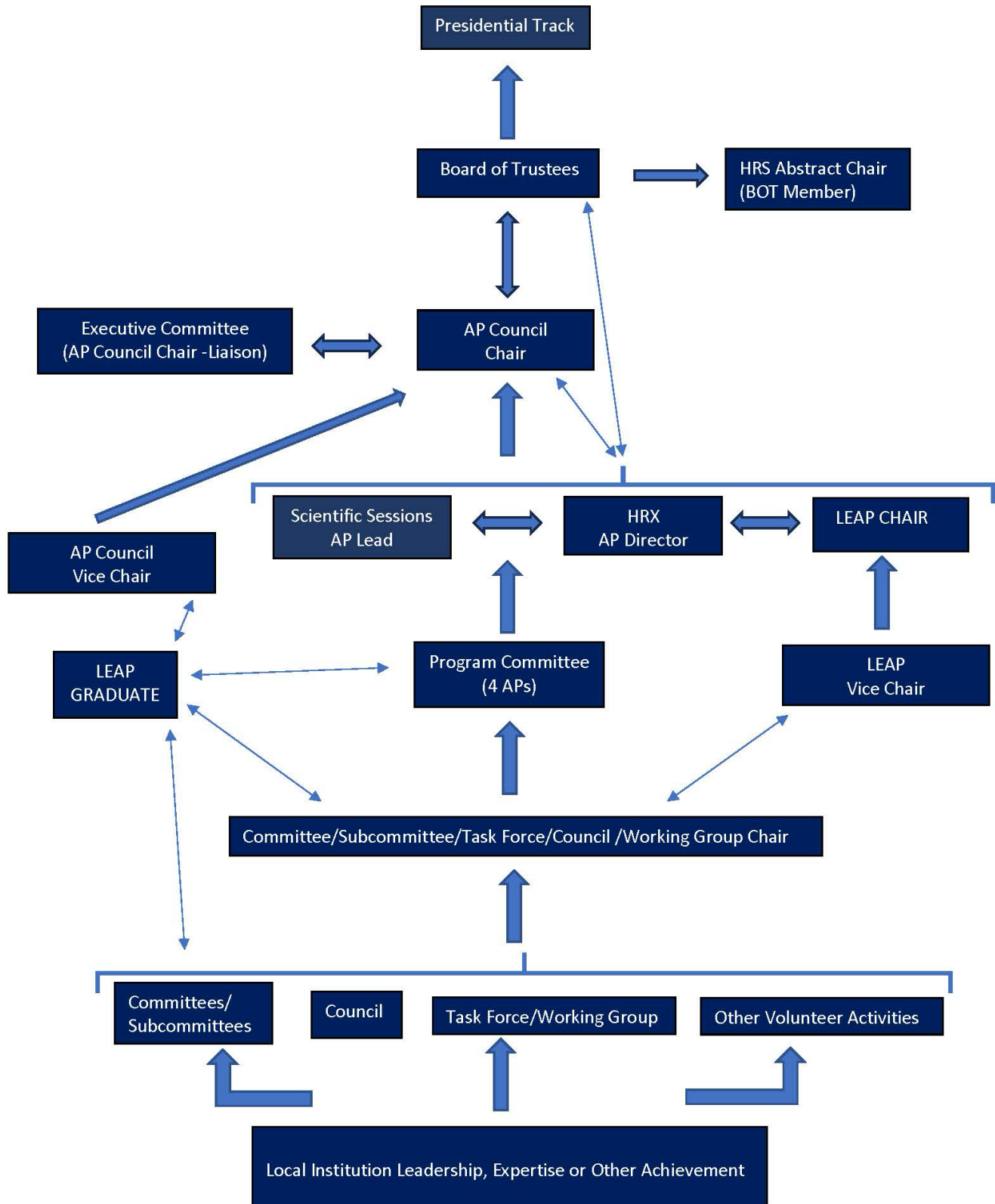
The AP Council does not directly appoint AP members to roles under the Governance structure. However, it plays a consultative role by working with HRS leadership, including staff liaisons and the executive team, to help identify and evaluate potential candidates for these positions. Other volunteer appointments, such as speaker or abstract reviewer opportunities, are typically determined by the relevant committees. Opportunities such as task forces and working groups may be assigned based on members' interests, background, and availability. Once a member is selected for a volunteer position, it is essential that they formally accept the invitation and follow the instructions provided in the emailed invitation.



The AP Council remains committed to collaborating with other committees and HRS leadership to create opportunities outside the formal governance structure. These efforts aim to foster AP engagement and support leadership development.

Proposed AP Leadership Pathway

Allied Professional Council –AP Leadership Track



Contributor Track Opportunities

Committees, Taskforces/Working Groups and Councils

- Description- HRS has a variety of Committees and other Taskforces/Working Groups. Descriptions for each can be found on the HRS Website for current committees and councils (see [Appendix 3](#) and [Appendix 4](#))
- Career level and/or years of membership- Varies. Minimum 1 year of relevant experience in electrophysiology and HRS Membership
- Category: Contributor Track
- Pre-requisites/requirements
 - Varies based on the committee or taskforce/working group
 - Minimum 1 year of relevant clinical experience to be considered
 - Specific skills/requirements outlined in the Committee Charge
 - Preference given to participants in Leadership development programs or other relevant activities within HRS
 - May have specific prerequisites as outlined in the Committee Charge
- Time commitment:
 - Committees:
 - Generally, 1 year appointment with option to serve up to 3 years for committee members in good standing
 - Frequency of meetings and other work outlined in the Committee Charge
 - Taskforces/Working Groups
 - Varies- outlined in the call for volunteers
 - Frequencies of meetings and other work as defined by the needs of the group

Scientific Sessions/HRX Moderator or Presenter

- Description: Moderates sessions at HRS supported meetings. Reviews and ensures receipt of slides/materials from speakers.
- Career level and/or years of membership: Varies
- Category: Contributor Track
- Pre-requisites/requirements: Varies- relevant experience in the topic at the discretion of the Program Committee
- Time commitment
 - Varies- invitations are extended 5-6 months prior to meetings
 - Increased commitment in the 2-4 weeks prior to the meeting
 - In-person commitment at the allotted session time on the day of the meeting unless otherwise designated (ie pre-recorded session)

Heart Rhythm Program Committee

- Description- Provides program planning and oversight of the HRS Annual Scientific Sessions. See full description in the Committee Charge on the HRS website.
- Career level and/or years of membership- minimum 3 years, but most often mid or late career
- Category: Contributor Track
 - This is a higher-level committee position and requires prior demonstration of active participation in other HRS committees and/or working group
- Prerequisites/requirements
 - Attended a minimum of 3 prior HRS annual meetings
 - Has either:
 - Moderated or presented one or more sessions at the Annual HRS Meeting
 - Presented an abstract or participated as an abstract reviewer for one or more sessions at the Annual HRS Meeting
 - Submitted a session or an abstract for consideration (even if not selected)
- Preference given to participants in Leadership development programs or other relevant experience in HRS activities
- Time commitment
 - 0 – 20 hours per month
 - Activities include
 - Available for multiple zoom meetings to create content
 - Responsible for adding content to Oasis between meetings
 - Replace speakers/moderators when needed (denials or emergencies)
- Noted to have cyclical higher commitment periods
 - Program build (June 15 - September 1)
 - Abstract review and session build (December 15 - January 15)
 - Late-breaking clinical trial review and selection (February 15 - March 15)
 - Budget preparation cycle (June - August)

Leadership Track Opportunities

Committees, Taskforce/Working Group Chair

- Description- Leads the Committee or Taskforce/Working Group and interfaces with HRS administration and/or leadership
- Career level and/or years of membership- Varies- usually mid or late career. Minimum 1 year experience on the Committee or for Taskforce/Working Group at the discretion of appropriate HRS leadership which may include the AP Council Chair
- Category: Leadership Track
- Pre-requisites/requirements
 - For Committees 1 year of membership on the committee with active participation as evaluated by the outgoing chair
 - For Taskforce/Working Groups varies based on activity but should have relevant experience
 - Preference given to participants in Leadership development programs
- Time commitment
 - Generally, 1 year appointment with option to serve up to 3 years.
 - Frequency of meetings and other work outlined in the Committee Charge
- See the Committee Chair Job Description outlined in the Committee Charge

HRS Program Committee Team Lead

- Description- Leads one of the Teams within the Program Committee including the Allied Professionals Team
- Career level and/or years of membership- Varies- usually mid or late career
- Category: Leadership Track
- Pre-requisites/requirements
 - active member of the Scientific Sessions Program Committee for 2 years- eligible to chair in the 3rd year
- Time commitment:
 - 1 year term
 - Committee activities vary- see the description of the HRS Program Committee above

HRX AP Experience Stream Lead(s)

- AP Experience Stream and AP Shark Tank is designed to foster innovation and immersive learning opportunities for APs. This stream encourages AP teams to pitch groundbreaking ideas, providing a platform to advance their concepts toward commercialization. By combining competition and experiential programming, it creates

an engaging environment that highlights the innovative contributions of APs and broadens their professional development within HRX.

- Career level and/or years of membership- Varies- usually mid or late career
- Category: Leadership Track
- Pre-requisites/requirements
 - must be a member in good standing
 - Preference given to those who have previously presented or moderated sessions at HRX
 - Appointed by HRX executive producers
- Time commitment
 - 1 year term
 - Activities to include:
 - Identify, recruit, and support AP teams to participate in the AP Shark Tank competition.
 - Guide teams through the preparation process to ensure successful pitches.
 - Serve as judges for the AP Shark Tank competition, evaluating pitches based on creativity, feasibility, and potential for commercialization.
 - Increase awareness of the AP Shark Tank and Experience Stream to drive participation and attendance.
 - Promote the value and appeal of HRX to Allied Professional attendees through targeted outreach and engagement efforts.
 - Identify AP KOLs for inclusion in HRX programming

LEAP Program Vice-Chair

- Description: works with the LEAP Chair and the HRS staff to plan, coordinate and help present content for the LEAP Program which is the Leadership and Education for Allied Professionals program. The goal of this program is to provide leadership education, mentoring and networking for AP's in HRS to support members in developing leadership within their home institutions and to help develop future leaders for HRS.
- Career level and/or years of membership: mid to late career
- Category: Leadership Track
- Prerequisites/requirements: Mid-tier leadership role- requires having been the chair of a committee, working group, council and/or task force with a portfolio of other leadership activities both within HRS and in the vice-chair's home institution
 - Appointed by the President of HRS
- Time commitment
 - 1 year- matriculates to Chair 2nd year
 - Monthly commitment for program planning varies- 0-20 hours a month and can include Zoom meetings and other planning activities

- Participates and leads two in-person and virtual meetings for LEAP program participants

LEAP Program Chair

- Description: Matriculates from LEAP Program Vice Chair in the second year. Works with the LEAP Program Chair and the HRS staff to plan, coordinate and help present content for the LEAP Program which is the Leadership and Education for Allied Professionals program. Collaborates closely with HRS leadership, staff, and members to develop content not only pertinent to general leadership and professional development, but also content that will support progression of participants in the HRS AP Leadership Pathway. The goal of this program is to provide leadership education, mentoring and networking for AP's in HRS to support members in developing leadership within their home institutions and to help develop future leaders for HRS.
- Career level and/or years of membership: mid to late career
- Category: Leadership Track
- Prerequisites/requirements: Immediate past vice-chair of the LEAP program in good standing
 - Appointed by the President of HRS
- Time commitment
 - 1 year
 - Monthly commitment for program planning varies- 0-20 hours a month and can include Zoom meetings and other planning activities
 - Participates and leads two in-person and virtual meetings for LEAP program participants

AP Council Vice Chair

- Description: Vice Chair of the AP Council serves as a key leader within HRS, supporting the Chair in advancing the council's mission to represent and advocate for APs within the society. The Vice Chair plays a pivotal role in developing initiatives, fostering professional development, and promoting leadership opportunities for AP members. This position is instrumental in ensuring the council's activities align with HRS goals and priorities. The Vice Chair is a leadership position designed to prepare for eventual succession to the role of Chair, ensuring continuity in leadership and strategic direction for the AP Council.
- Career level and/or years of membership: Mid or late career
- Category: Leadership Track
- Pre-requisites/requirements
 - Participated on a minimum of 2 prior committees and/or taskforces/working groups
 - Prior chair of a committee, subcommittee, taskforce or working group

- Preference given to participants in Leadership development programs
- Time commitment
 - 1 year with the option to extend up to 3 consecutive years
 - Meeting commitment:
 - Attends bimonthly AP Council meetings
 - Attends bimonthly AP Journal Club meetings
 - Attends other HRS meetings/activities as requested/available including AP council working groups
 - Attends the HRS Scientific Sessions and HRX

AP Council Chair

- Description: Chair of the AP Council serves as the primary leader and representative for APs within HRS. This individual is responsible for driving the council's strategic priorities, advocating for APs, and ensuring their perspectives are integrated into the broader goals of HRS. The Chair collaborates closely with HRS leadership, staff, and members to advance professional development, engagement, and leadership opportunities for AP members. The Chair provides leadership for the AP Council, serves as the primary liaison between the council and HRS leadership, and represents the AP Council at key meetings, including Board of Trustees meetings. Mentor the Vice Chair and ensure a smooth transition of leadership upon the conclusion of the Chair's term. Provide guidance and institutional knowledge to incoming council members to sustain momentum on key initiatives.
- Career level and/or years of membership: Mid or late career
- Category: Leadership Track
- Pre-requisites/requirements
 - Immediate past AP Council Vice Chair in good standing
- Time commitment
 - 1 year with the option to extend up to 3 consecutive years
 - Meeting commitment:
 - Attends bimonthly AP Council meetings
 - Attends bimonthly AP Journal Club meetings
 - Attends other HRS meetings/activities as requested/available including AP council working groups
 - Meets bi-annually with the Executive Committee, HRS President
 - Attends the HRS Scientific Sessions and HRX

Board of Trustees

- Description- The Board of Trustees is the ultimate governing authority of the Society. Members of the board are responsible for overseeing operations, working with the finance committee to manage finances, appoint senior leadership and participate in

setting goals and making key decisions in the operation of HRS while helping maintain and promote the mission and vision of the society.

- Career level and/or years of membership: Mid or late career
- Category: Leadership Track
- Pre-requisites/requirements
 - Prior HRS leadership position in good standing
 - May include immediate past AP Council Chair and/or extensive committee and taskforce/working-group participation including team lead or chair positions, course directors and editors
 - Requires submission of nomination- self-nominated or nominated by others with documentation including:
 - submission of nomination
 - biosketch
 - self-appraisal form from the nominee
- Time commitment
 - 1 year with option for 3 consecutive years for member in good standing
 - Meetings: vary but generally higher than other HRS activities
 - quarterly meeting including by Zoom (2-3 hours)
 - three 2-day in-person meetings (January, HRX, HRS)
 - meetings are mandatory
 - require reading prep material (~60 pages on average)
 - Occasional emergency meetings called
 - Occasional emails from SCDC or governance requiring response.
- Separate nominations pathway requiring nominating letters from others, formal application, interview process and then application presented to nominations committee for decision
- Pre-requisites/requirements
- Time commitment variable but more than any other assignment and includes

Note: preference is given to those who have previously participated on other boards, including non-profits boards.

Presidential Track

- Description- This is a separate leadership pathway- see [appendix 5](#)

Practical Application of the Leadership Pathway

The working group acknowledges that leadership development and progression through the Leadership Pathway is a complex and iterative process. The pathway may differ for individual members based on their roles, prior and current professional and leadership experiences, as well as participation in committees and activities both within and outside of HRS. Additionally, participation in leadership-building and pathway activities may fluctuate over time depending on an individual member's availability.

In general, it is anticipated that for many members, progression through the Leadership Pathway will align with their level of experience. While members of this group have identified some common experiences and milestones that facilitate progression within HRS, the working group recognizes that some members may remain in the earlier stages of the pathway for an extended period. To enhance transparency for those interested in the Leadership Pathway, the group suggests establishing key milestones to guide progression.

While not exhaustive, the following outlines a possible timeline and expected activities based on career stages:

New Member

- Joins HRS as a member
- Attends HRS sponsored meetings- Annual Scientific Sessions, HRX
- Participates in HRS Communities and other social media platforms

Early to Mid Career

- Formally volunteers for HRS activities
 - Applies to volunteer for committees
 - Submits session proposals for meetings (even if not selected)
 - Submits case reports or abstracts for publication or for the Annual Scientific sessions (even if not selected)
 - Applies for the Early Career Volunteer group at the Scientific Sessions
 - Volunteers as an abstract reviewer for HRS (even if not selected)
- Demonstrates active participation in HRS
 - Participates in HRS Communities
 - Attends AP Journal Club
 - Continued participation in HRS sponsored meetings
- Regularly updates CV and member profile with current experience and activities
- Based on activities and other relevant experience may be approached by HRS for:
 - Invited speaker or moderator for HRS sponsored meetings or online content
 - Invited speaker in the AP Lounge
 - Volunteers to moderate an AP Journal club session
- Applies to and/or participates in the HRS LEAP Program

Mid to Late Career

- Based on prior HRS engagement, may be eligible for Leadership Track opportunities
 - Heart Rhythm Program Committee
 - Considered to be an early leadership opportunity
 - Committee or working group chair:
 - AP council chair and co-chair
 - Program committee chair
 - HRS or HRX sessions chair

- Other committee or working group chair
- After successful completion as a tenure as a chair can anticipate being eligible for the Board of Trustees
- future consideration for Presidential track

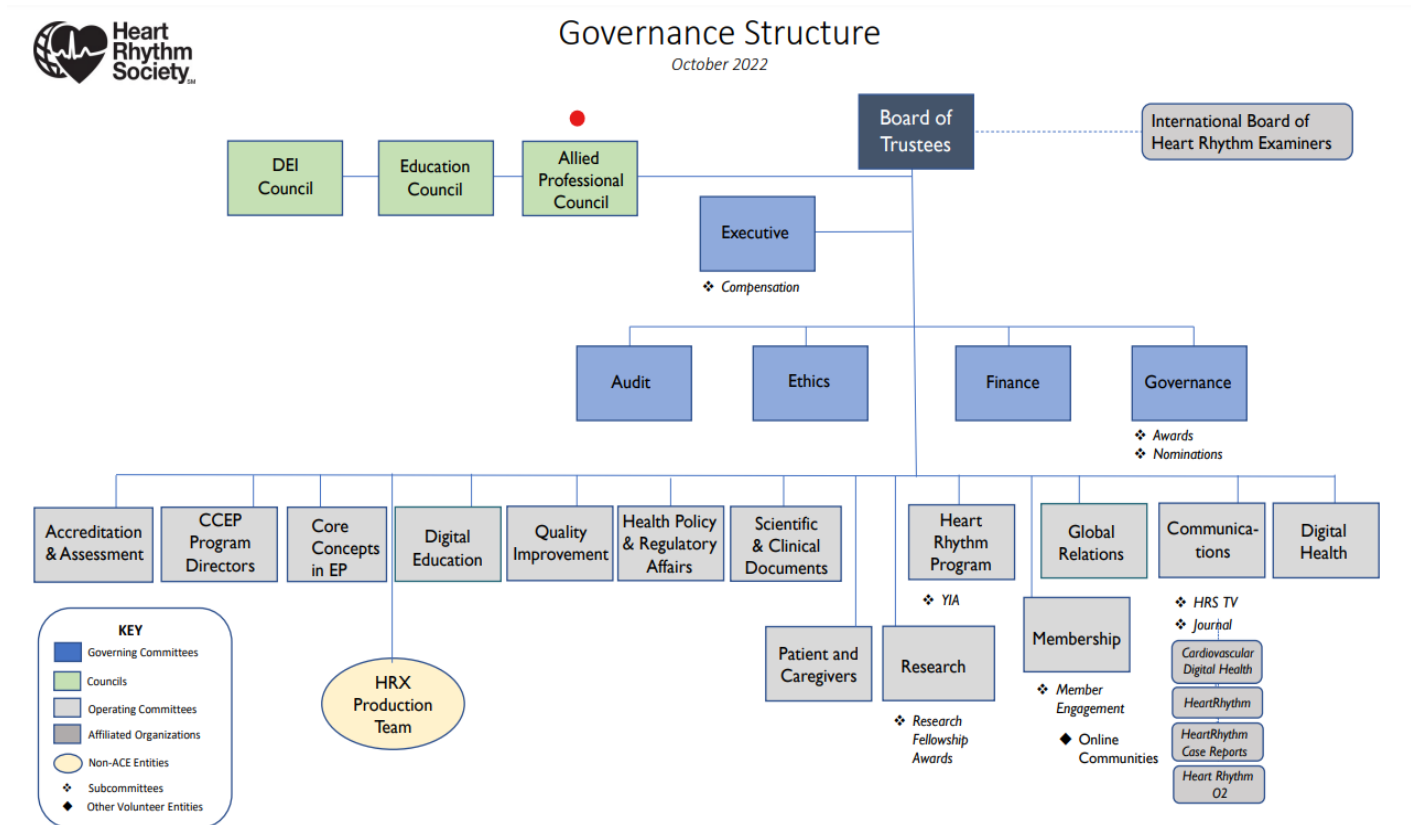
Conclusions and Future Directions

The working group hopes this Leadership Pathway document provides valuable guidance and clarity for members and HRS leadership, fostering further discussion and support for cultivating AP leaders within HRS. HRS has demonstrated a strong commitment to AP development by expanding programming to support APs, including educational content such as Core Concepts, leadership development opportunities like the LEAP program, and increased support through initiatives such as enhanced engagement with the AP Council and the expanded AP Lounge at scientific sessions. The group emphasizes the vital role of the AP Council in cultivating and promoting AP leaders within HRS.

This document is not static. The working group recognizes the need to continually remove barriers to AP leadership development and promotion. Active participation and self-nomination for committee assignments and other programs are key to fostering engagement and leadership growth. To support this effort, the group has proposed specific recommendations for further improvement in AP leadership and development, including:

- The need for continuing formal and informal opportunities for mentoring of members outside of the LEAP program
- Opportunities for creating secondary or junior committee member opportunities or opportunities for micro-volunteering within committee workgroups to create opportunities for more junior members to learn how to participate on committees
- Development of continued member resources targeted to AP members including creation of an AP Member Handbook and further
- Continued efforts at transparency surrounding how members are selected for opportunities within HRS, in particular for those opportunities that are appointed by HRS leadership including committee positions and process for selecting committee chairs and members of the Board of Trustees. Consideration of an enhanced roll of the AP Council for selection of some AP specific rolls including the AP Council chair and co-chair

Appendix 1- HRS Governance Structure

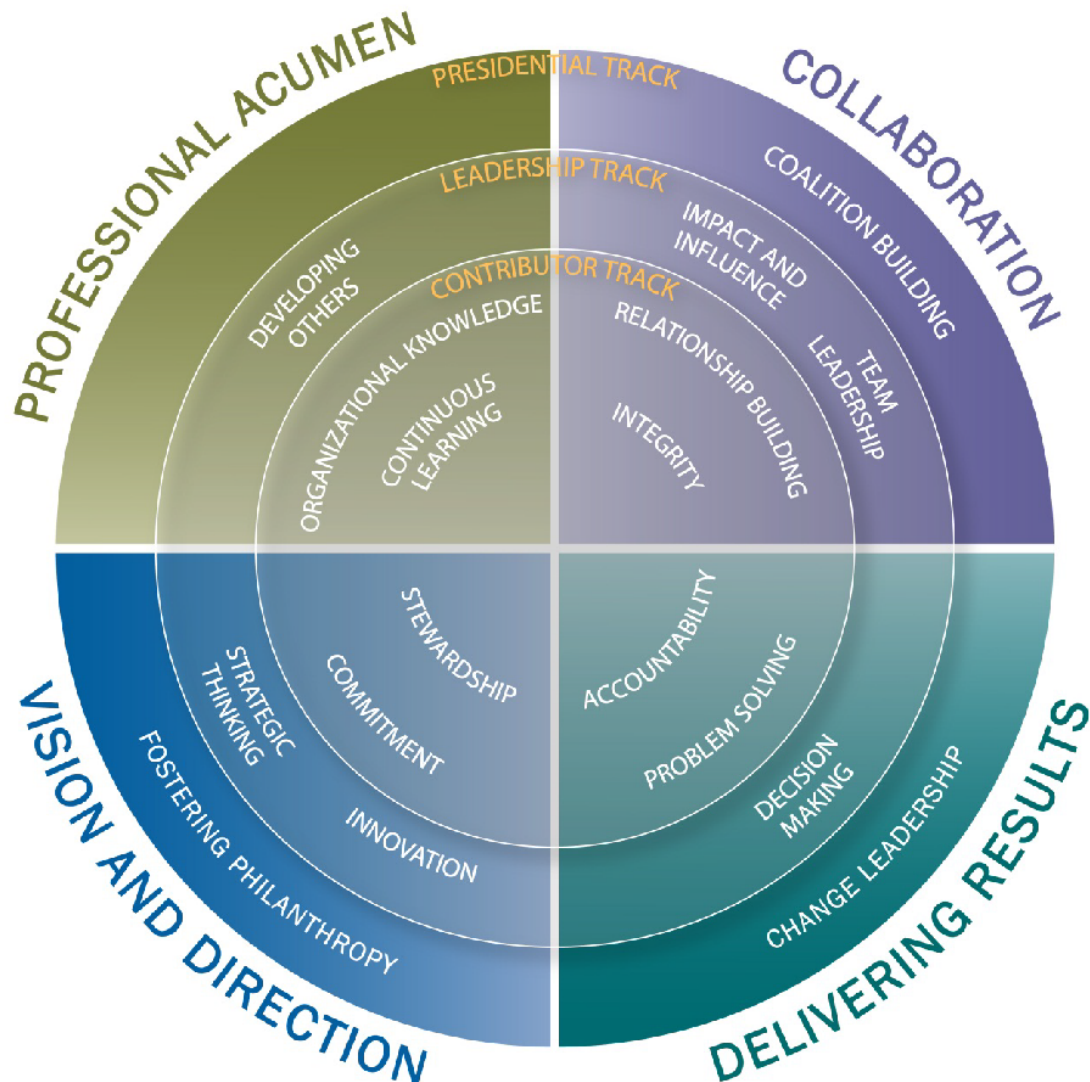


Appendix 2- HRS Volunteer Competency Framework

This document provides an overview of the competencies and skills required for successful volunteer participation. Having volunteers with the right behaviors and skills is critical to the Society's continued success and will help ensure a positive volunteer experience.

A competency is a set of measurable behaviors that result in distinguished performance. Competence comes from one's experience, attitude, knowledge, and beliefs. The competencies below are grouped into four domains, with a summary definition provided for each domain.

As a volunteer progresses through the HRS Volunteer Tracks (Contributor, Leadership, Presidential), new competencies and skills evolve. Definitions of all competencies and skills, and the tracks in which there are both introduced, are provided.



Competency and Skills Definitions Competencies

DOMAIN I: PROFESSIONAL ACUMEN

The three competencies within the Professional Acumen domain focus on the development and utilization of EP and organizational knowledge to support the mission of the Society.

Competency	Track	Definition
CONTINUOUS LEARNING	Contributor	Demonstrates a desire and drive to acquire necessary knowledge, skills, and competencies to best serve the needs of the Society, its members, and the field of EP. Demonstrates the ability to reflect on and learn from experiences.
ORGANIZATIONAL KNOWLEDGE	Contributor	Understands the mission and strategic objectives of the Society, the structure, and culture as well as the regulatory, industry, and economic issues affecting the organization.
DEVELOPING OTHERS	Leadership	Develops the ability of others to perform and contribute to the Society by providing ongoing feedback, coaching and opportunities to learn through formal and informal methods.

DOMAIN II: COLLABORATION

The five competencies within the Collaboration domain support the building and strengthening of trusting relationships with volunteers, members, staff, and other key stakeholders and allow the Society to successfully achieve organizational goals and priorities.

Competency	Track	Definition
INTEGRITY	Contributor	Earns others' trust by behaving in an honest, fair, and ethical manner. Shows consistency in words and actions. Models high standards of ethics.
RELATIONSHIP BUILDING	Contributor	Works collaboratively with others to develop positive working relationships to achieve the shared goals of the Society.
IMPACT AND INFLUENCE	Leadership	Gains support and buy-in and motivates others to act in the best interest of the Society.
TEAM LEADERSHIP	Leadership	Effectively manages and guides group efforts, and provides an appropriate level of feedback concerning group progress.
COALITION BUILDING	Presidential	Builds strategic relationships internally and with key external stakeholders to achieve common goals.

DOMAIN III: DELIVERING RESULTS

Proficiency in the competencies within the Delivering Results domain promotes action and results in an ever-changing environment. These competencies reflect the ability to solve challenging problems and make rational and deliberate decisions.

Competency	Track	Definition
ACCOUNTABILITY	Contributor	Accepts full responsibility in meeting expectations.
PROBLEM SOLVING	Contributor	Identifies and analyzes problems and evaluates alternate solutions and makes recommendations in the best interest of the Society.
DECISION MAKING	Leadership	Evaluates available information and resources to develop effective and viable solutions that meet the goals of the committee and Society at large, often with limited information and under tight deadlines.
CHANGE LEADERSHIP	Presidential	Leads and manages change within the organization to meet the strategic goals of the Society. Establishes a vision for the organization in an ever-changing environment.

DOMAIN IV: VISION AND DIRECTION

Proficiency in the five competencies within the Vision and Direction domain results in the ability to be future thinking, committed, and creative in developing and implementing a vision for the Society.

Competency	Track	DEFINITION
STEWARDSHIP	Contributor	Efficiently utilizes the resources of the Society to make informed decisions. Communicates decisions in an effective manner to stakeholders.
COMMITMENT	Contributor	Serves the needs of the Society and the EP profession. Ensures that actions meet the needs of key stakeholders and aligns activities to meet these needs.
INNOVATION	Leadership	Addresses the future needs of the Society and stakeholders through creative problem solving, informed risk-taking, and fostering new ideas.
STRATEGIC THINKING	Leadership	Formulates objectives and priorities and implements plans that support the long-term interests of the Society. Takes advantage of opportunities and manages risks.
FOSTERING PHILANTHROPY	Presidential	Articulates and champions a culture of giving in support of the Society.

Skills

CONTRIBUTOR TRACK	
Attention to Detail	Accomplishes a task thoroughly. Monitors and checks work and plans and organizes time and resources efficiently.
Subject Matter Expertise	Applies in-depth specialized knowledge, skills and judgment to accomplish the goals of the committee and/or the Society.
Willingness to Serve	Demonstrates a strong commitment, interest, and desire to serve the Society. Makes the time to actively contribute and participate.

LEADERSHIP TRACK	
Coaching	Possesses the ability and desire to coach others in interpersonal skills, HRS processes, and issue management.
Communication	Demonstrates strong verbal and written skills. Understands, complies with, and appropriately communicates relevant HRS policies and processes.
Conflict Resolution	Uses a variety of approaches to manage and resolve concerns, disagreement, and conflict.
Consensus Building	Develops cooperation and teamwork while participating in a group, working toward solutions which generally benefit all parties.
Financial Acumen	Maintains and applies a broad understanding of financial management principals to ensure decisions are fiscally sound and responsible.
Group Dynamics	Enables cooperative and productive group interactions.
Networking	Actively expands professional networks; leverages networks for HRS support.
Professional Stature	Maintains broad-based clinical knowledge and experience. Holds strong professional credibility and reputation within or outside of HRS.
Strategic Planning Experience	Has experience with planning, evaluation, and implementation of a strategic plan, including demonstrated ability to focus on long term goals and strategic outcomes.
Volunteer Experience	Demonstrates effectiveness on HRS committees, subcommittees or task forces.
PRESIDENTIAL TRACK	
Executive and Board Assessment Experience	Develops and accesses performance of CEO and Board members. Partners with CEO on executive level succession planning needs.
Governance Experience	Has served on a Board, committees and task forces.
Institutional Knowledge	Possesses in-depth understanding of HRS history, policies and processes.
International Positioning	Actively expands international networks; leverages networks to support HRS financially, strategically and collaboratively.
Mentoring	Actively engages in identifying emerging leaders and is personally involved in their development. Fosters a mentoring environment with senior leaders.
Visibility	Is recognized as a leader in the U.S. and/or internationally. Articulates and champions the best interests of the Society.



Appendix 3- HRS Committees and Subcommittees

Accreditation and Assessment Committee

The Accreditation and Assessment Committee's purpose is to:

- To maintain a favorable accreditation status with the Accreditation Council for Continuing Medical Education (ACCME)
- To assess and report learning and knowledge gaps to inform and direct content development to support the needs of heart rhythm disorder health care providers
- To advocate and liaise with ABMS and ABIM on behalf of HRS.

Audit Committee

The Audit Committee's purpose is 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.

Awards Subcommittee

The Awards Subcommittee's purpose is to reinforce the Society's strategic image and positioning through its recognition awards.

CCEP Program Directors Committee

The CCEP Program Directors Committee's purpose is to enhance the quality of training for heart rhythm specialists.

Communications Committee

The Communications Committee's purpose is to provide strategic direction, policy oversight, and business decision support for all Society communications efforts.

Compensation Subcommittee

The Compensation Subcommittee's purpose is to manage, on behalf of the Board, the performance of the Society's chief staff officer.

Core Concepts in EP Committee

The Core Concepts in EP Committee's purpose is to leverage the Society's foundational core curriculum in EP to meet the learning needs of all audiences.

Digital Education Committee

The Digital Education Committee's purpose is to develop diverse, innovative, engaging, user-friendly online content for the Society that is global in scope and embraces year-round learning.

Digital Health Committee



The Digital Health Committee's purpose is 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).

Ethics Committee

The Ethics Committee's purpose is to safeguard the Society's reputation as an ethical organization.

Executive Committee

The Executive Committee's purpose is to help the Board be an effective steward of the Society's mission, brand and resources.

Finance Committee

The Finance Committee's purpose is to help the Board discharge its fiduciary obligations.

Global Relations Committee

The Global Relations Committee's purpose is to represent the Society's relationships between regional and national communities.

Governance Committee

The Governance Committee's purpose is to ensure the quality and effectiveness of the Society's governance, including its current and future volunteer leadership.

Health Policy and Regulatory Affairs Committee

The Health Policy and Regulatory Affairs Committee's purpose is to promote high quality patient care and represent the legal, advocacy, regulatory, and clinical goals of heart rhythm specialists.

Heart Rhythm Program Committee

The Heart Rhythm Program Committee's purpose is to ensure the quality of the Society's annual meeting as the leading worldwide source of information on heart rhythm disorders.

HRS TV Subcommittee

The HRS TV Subcommittee's purpose is to guide the development of long term strategies for the Heart Rhythm Society's online video channel(s) including, but not limited to, programming content, production methods, revenue generation, budgeting and staffing requests, partnerships and support of other HRS initiatives. The Subcommittee will also implement and manage policies, processes and programming for all content published on Heart Rhythm TV and its supporting online properties (websites, social media accounts and channel integrations).



Journal Subcommittee

The Journal Subcommittee's purpose is to provide strategic direction, policy oversight and business decision support for official Heart Rhythm Society online and print journal publications, excluding editorial responsibilities.

Member Engagement Subcommittee

The Member Engagement Subcommittee's purpose is:

- 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.

Membership Committee

The Membership Committee's purpose is to ensure that the Society creates and sustains member value, and to recruit, engage and retain members.

Nominations Subcommittee

The Nominations Subcommittee's purpose is to recommend a slate of officers and trustees that supports the strategic goals of the Society and builds the leadership capacity of the Board.

Patient and Caregivers Committee

The Patient and Caregivers Committee purpose is 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.

Quality Improvement Committee

The Quality Improvement Committee's purpose is to shape the Society's quality improvement activities.

Research Committee

The Research Committee's purpose is 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.

Research Fellowship Awards Subcommittee

The Research Fellowship Awards Subcommittee's purpose is to oversee the Society's program of full-year clinical and basic research awards.

Scientific and Clinical Documents Committee



The Scientific and Clinical Documents Committee's purpose is to oversee the development and endorsement of clinical documents relevant to the needs of heart rhythm professionals.

Young Investigator Awards Subcommittee

The Young Investigator Awards Subcommittee's purpose is to recognize outstanding young investigators for their contributions and potential in the field.

Appendix 4- Heart Rhythm Society's Councils

Allied Professional Council

The purpose of the Allied Professional Council is:

- 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.

Health Equity Council

The Diversity, Equity and Inclusion Council's:

- Mission is to improve the care of all heart rhythm disorder patients by promoting diversity reflective of society and exercising equity and inclusion in patient care, research, education, and healthcare policies.
- Vision is to build an inclusive and diverse Society which addresses heart rhythm disorders in all communities with the goal to end death and suffering related to these disorders and promote comprehensive education and diverse policies.

Education Council

The purpose of the Education Council is:

- To strengthen the coordination of education-related activities across all content development groups of HRS, support the intentional review of the HRS education offerings at the enterprise level, and provide a collaborative forum for the development of educational curriculum strategy.
- To ensure that the Society's educational activities meet the current and future needs of its members and the field by providing oversight to the design, direction, and coordination of the Society's content development groups.
- To support of the Society's education strategy and the overarching organizational strategic plan.

Succession Planning

