

Canadian Health Information  
Management Association and College

# Board of Directors Applicant Package

Prepared by the Nominations Committee

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The Canadian College of Health Information Management and CHIMA, Canada's health information management association, are accepting applications for our board of directors. Members of our board play a critical role in shaping the future of the health information profession.

Grounded in purposeful governance, the board of directors helps the College and CHIMA move toward our vision of an equitable country where quality health information empowers people to make better decisions.

Diverse voices and inclusive collaboration make our profession stronger. We invite individuals from across the country and with different backgrounds to apply.

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## Who we are:

### The Canadian College of Health Information Management and The Canadian Health Information Management Association

The Canadian College of Health Information Management (The College) is Canada's registering and regulatory body for HIM practice. The College accredits diploma and degree programs in colleges and universities across Canada. The College is also responsible for setting and ensuring adherence to standards related to HIM education, HIM certification, and professional and operational standards.

The Canadian Health Information Management Association (CHIMA) is a national organization that represents over 5,800 health information professionals across the country. CHIMA helps to promote the HIM profession, expand the job market for our members, facilitate continuing education, and monitor industry trends.

There is no separation between these brands from a governance and operational perspective. That means we have a unified finance and operating structure and one board of directors. We are one Organization with two brands.

As a director, you will represent and be cross-appointed to two legal entities, which are treated as one from a legal perspective. We will refer to CHIMA and the Canadian College of Health Information Management as "The Organization" within this package.

For more information about the Organization, please reference the following links:

[About the College](#)

[About CHIMA](#)

## Our board of directors

The Organization's board of directors (board) consists of volunteer members, including health information professionals (who hold a professional designation from the Canadian College of Health Information Management) and broader industry leaders.

As a board member, you will:

- Help shape the health information profession to meet the growing and future demands of the diverse sectors it supports
- Provide fiduciary duty that requires a director to act honestly and in the Organization's best interests
- Exercise a duty of care that demonstrates the diligence and skill of a reasonably prudent person in comparable circumstances
- Provide the wisdom of hindsight, oversight, and foresight on the organization's matters
- Voice your opinion as an independent director while reflecting an understanding of stakeholder interests
- Contribute in a collegial manner to board discussions
- Strengthen your understanding of opportunities and issues in the health information practice
- Be a champion for the Organization's mission, vision, and strategic plan.
- Participate in professional development sessions and their promotion

The board strives to be a policy governance board that collaborates with the operating team, where opinions are sought through a concerted approach.

## The strategic goals of the Organization

We are entering the period for our new 2023–2028 strategic plan! Please review the detailed plan found [here](#).

Below is a summary of our strategic goals for your reference:

Secure the role of the certified health information professional for the future

Contribute to the conversation around health information in Canada

Be the trusted source of health information educational standards

Connect the communities of health information professionals in Canada

## Board of directors' competencies

### Governance, leadership, and vision

- Demonstrates an understanding of the distinction between governance and management and acts appropriately in a governance role
- Shows a good appreciation of the Organization's mission and strategic plan and can evaluate and provide insight into the strategic directions
- Contributes to the achievement of the Organization's objectives by effectively applying knowledge, experience, and expertise to the issues confronting the Association and College
- Provides insights into board effectiveness

### Knowledge and judgment

- Demonstrates adequate knowledge of the profession to understand and question the assumptions upon which the Organization's business plans are established
- Demonstrates sufficient knowledge of financial matters to judge financial indicators of the Organization's performance
- Appropriately questions data and information presented to the board for deliberation
- Demonstrates an ability to identify the costs, benefits, and risk implications of board decisions

## Participation and preparation

- Diligently prepares for meetings; knows the material and actively participates
- Attends regularly scheduled in-person meetings, teleconferences, annual general meetings, and special meetings that are duly planned in advance
- Arrives on time and is attentive and present for the duration of all meetings
- Accessible, approachable, and available when needed
- Accepts and volunteers for tasks and related work that furthers the strategic direction of the Organization

## Communication

- Respects the confidentiality of the Organization's business information and the deliberations of the board—all directors are required to sign a confidentiality agreement during the onboarding process
- Contributes meaningfully and knowledgeably to board discussions, providing valuable input and advice to management
- Expresses views frankly and openly in board meetings
- Listens to, respects, and encourages the opinions of other board members
- Attends to organizational issues and correspondence in a timely manner

## Collaboration/interpersonal skills

- Demonstrates a high standard of personal values and ethics and expects ethical behaviour from members of the Organization
- Interacts well with other board members, staff, and membership as appropriate
- Shows sensitivity to complex relationships that exist among governments, the Association, the College, special interest groups, the board chair, and the CEO
- Understands the importance of solidarity in board decisions, even though the director may not agree with the decision taken
- Prepared to become a portfolio champion as assigned by the board chair

## Overall board performance

- Makes a positive contribution to the succession of the board and the long-term viability of the Organization as a professional association and College
- Demonstrates an ability to assist the board in meeting the strategic objectives of the Organization

- Contributes to consensus building and decision-making by consensus
- Shows an understanding of and willingness to respond to members' needs
- Contributes to the overall effectiveness of the mission and the future of the Association and College
- Evaluates the board's performance on an annual basis

## Applicant requirements

- Minimum of five years of experience in health information (or a related field), ethics, law, medicine, or research (an HIM education program may be considered as part of this experience)
- A passion for amplifying the importance of health information in the lives of people
- A demonstrated positive influencer for CHIMA and the College
- Participation in lifelong learning and/or professional development opportunities
- Current with future trends in the health information profession and the Canadian health care system
- Volunteer participation with an organization
- Previous professional committee or governance experience

If selected, three documents will need to be signed before joining the board:

1. Employer affidavit: It is necessary that employers recognize the value of their employee serving on the board of a national association, as the role will require occasional travel and time away from the workplace to attend meetings
2. Non-disclosure and intellectual property agreement
3. On-boarding letter agreement



## Time commitment

The board of directors meets throughout the year to govern the Organization.

The schedule below outlines the approximate time commitment for these meetings:

Timing	Duration (approximate)
March	2 hours
May	3 hours
June (AGM)	1 hour
July	1 hour
October	*TBD: In-person (2 days + travel) or online (3 hours)

\*The format governs the length of the meeting.

Participation in special board meetings and board committee meetings will be in addition to the schedule above.

## Board policies

There is a board policy manual and a structured onboarding process. Of significance during this process are two board policies included in Appendix 1.

A9 Conduct of the Board of Directors

A10 Conflict of interest

## Nominations process

### Process summary

The Board opens the call for nominations, and a posting for new board member candidates is shared with Association members and broader stakeholders.

1. Submission of interest:  
Candidates indicate interest by sending a resume or LinkedIn profile to [nominations@echima.ca](mailto:nominations@echima.ca). Candidates may also attach a cover letter highlighting their interests and experience.
2. Review of submissions:  
The board's nominations committee reviews candidate submissions.
3. Interviews:  
Selected candidates are invited for an interview with the nominations committee. The candidates are also provided with the three documents they will need to sign and return, should they move forward to step 4, to allow adequate time for reflection.
4. Nominations:  
The nomination committee decides which candidates will move forward in the process and recommends them to the board of directors. The board considers and chooses candidates for appointment. This could be an immediate appointment (if there is a vacancy) or a proposal (for membership) to confirm at the annual general meeting (AGM).
5. Decision:  
Before the AGM, all interested candidates will be informed of the board's decision, and the chosen candidates will be asked to sign and return the three documents.
6. Confirmation:  
New board members to the Organization are confirmed by the membership at our annual AGM, which traditionally occurs in June.

### To express interest

1. Submission of interest
  - a) Required: Submit a PDF resume and/or LinkedIn profile to [nominations@echima.ca](mailto:nominations@echima.ca)

- b) Optional: Submit a cover letter or other documentation that reinforces your background, experience, and desire to become a board member. You may include references and other elements in your submission.

## STAR evaluation method

Please be prepared to answer questions related to governance, leadership, communications, interpersonal skills, and vision.

The nominations committee will use the STAR evaluation method for each question asked during the interview.

Each response will be evaluated for comprehensiveness in addressing each component of the STAR format as follows:

**S – Situation:** The candidate briefly describes a situation relevant to the question.

**T – Task:** The candidate presents the task at hand and key objectives/desired outcomes.

**A – Action:** The candidate briefly describes critical actions taken to achieve the desired outcome.

**R – Result:** The candidate briefly describes the result or outcome to demonstrate that they possess the core competency associated with the question.

## Appendix 1

A9 Conduct of the Board of Directors

A10 Conflict of interest



# Board policy

## A9 Conduct of the Board of Directors

<b>Section</b>	2	<b>Status</b>	Draft		Approved	X
<b>Category</b>	A – Strategy and excellence management					
<b>Related References (ref)</b>	Bylaw	Article V				
	Board	A10 Conflict of Interest A22 Board Performance				
	Operating					

The content of this policy governs the Canadian Health Information Management Association and the Canadian College of Health Information Management (CCHIM), collectively referred to as the "Organization."

### Overview

Board of director policies relating to conduct, tenure, and dismissal are subject to the bylaws of the Organization and the agreements signed by each director. The board has a legal responsibility to provide oversight and accountability for the Organization.

### Board of Directors' Conduct

Directors are responsible for monitoring the Organization and affairs consistently with two principal duties: fiduciary duty and duty of care. The directors' fiduciary duty requires them to act honestly and in good faith, with a view to the best interests of the corporation. Their duty of care requires them to exercise the care, diligence, and skill of a reasonably prudent person in comparable circumstances.

Directors are required by corporate statutes to discharge their fiduciary duty "with a view to the best interests of the corporation."



The Board of Directors is committed to effective decision-making and, once a decision has been made, speaking with one voice. All board directors will:

- Reflect their understanding of stakeholder interests;
- Represent one's own view as an individual view (e.g., "My own thinking on this is that...");
- Endeavour to build on other's ideas or offer alternative points of view as options to be considered, and invite others to do so as well;
- Refrain from trying to influence other board members outside of board meetings, which may have the effect of limiting free and open discussion;
- On important issues, be balanced in one's effort to understand other board members and to make oneself understood;
- Once made, support and defend board decisions, even if one's own view is a minority one;
- Not disclose or discuss differences of opinion on the board outside of board meetings;
- Respect the confidentiality of information on sensitive issues, especially in personnel matters;
- Refrain from speaking on behalf of the Board unless authorized to do so by the chair; and
- Disclose one's involvement with other organizations, businesses, or individuals where such a relationship might be viewed as a conflict of interest.

## Board of Directors' Tenure & Dismissal

### Tenure

A Director's tenure is governed by the bylaws of the Organization, board policy, and individual agreements executed by each member of the board.

### Dismissal

A Director may be removed in accordance with the bylaws. The cause may include a failure to meet the fiduciary or duty of care requirements, violation of board policy, or the individual agreement executed during onboarding.



Canadian College of  
Health Information Management  
Collège canadien des gestionnaires  
de l'information de santé



CANADIAN HEALTH INFORMATION MANAGEMENT ASSOCIATION

### Approval

Governance Committee	2022-05
Board of Directors	2023-10

### Change control history

2023-10-03	Removal of CHIM Inc.
2020-06	New policy based on Imagine Canada Framework



# Board policy

## A10 Conflict of Interest

<b>Section</b>	2	<b>Status</b>	Draft		Approved	X
<b>Category</b>	A – Strategy and excellence management					
<b>Related References (ref)</b>	Bylaw					
	Board	A9 Conduct of the Board of Directors				
	Operating					

The content of this policy governs the Canadian Health Information Management Association and the Canadian College of Health Information Management (CCHIM), collectively referred to as the “Organization.”

### Overview

The board of directors, CEO & registrar, employees, and volunteers shall not enter into a conflict of interest.

*Conflict of interest* refers to a situation in which private interests or personal considerations may affect an individual’s judgment in acting in the best interest of the Canadian Health Information Management Association and Canadian College of Health Information Management, together the Organization. This includes using an individual's position; confidential information; or corporate time, material, or facilities for private gain or advancement or the expectation of private gain or advancement. A conflict may occur when an interest benefits any member of the individual's family, friends, or business associates.

Conflicts may include, but are not limited to:

- Giving or appearing to give preferential treatment to relatives, friends, or an organization in situations where they have a personal interest
- Pursuing business opportunities for which inside knowledge of the Organization’s intents and business matters may be exploited
- Participation in decisions for which direct personal, professional, or financial gain will be realized
- Membership on any provincial health information management committee or other national or provincial committee that may be in conflict with the Organization





## Conflicts of Interest

This policy applies to all board of directors, the CEO & registrar, employees, volunteers, and committee members who are acting in an official advisory or decision-making capacity, or who have an employment relationship with the Organization.

1. It is the responsibility of a board director, the CEO & registrar, employees, and volunteers to identify/declare any potential conflict of interest to the chair of the board and/or CEO & registrar.
2. A board director, the CEO & registrar, employees, and volunteers shall not participate in any decision for which they will realize direct personal or financial gain.
3. A board director, the CEO & registrar, employees, and volunteers shall not pursue any business opportunity for which inside knowledge of the Organization's intents and business matters may be exploited.
4. A board of director or volunteer shall not receive any financial compensation for any service performed for the Organization.
5. An employee shall not receive any tangible benefits for their employment duties, other than official compensation attributable to their position. An employee is not to receive additional gain as a result of their position.
6. A board director shall not be part of their provincial chapter committee while serving as board director for the Organization.

### Approval

	Governance Committee	
X	Board of Directors	2023-10-03

### Change control history

2023-10-03	Removal of CHIM Inc.
2020-06	Updated formatting based on Imagine Canada Framework
2017-11-13	Updated number
2015-09-15	Approved version