



Leadership Connection: IBHRE's Governance Handbook



Dear IBHRE Leader,

Thank you for your commitment to serve as a leadership representative for the International Board of Heart Rhythm Examiners (IBHRE). Whether you are new or a long time leader, it is important to maintain a solid understanding of how IBHRE is governed and how its programs are administered.

This handbook is a guide and reference to the governance process and roles of IBHRE leaders. This document does not fully represent the Bylaws and the powers of the corporation or of its Directors and officers, nor all matters concerning the conduct and regulation of the affairs of the corporation. For more comprehensive information regarding volunteer roles, ethics, liabilities, and regulations, please refer to the Bylaws or IBHRE staff.

The IBHRE certification is the official recognition of achievement, expertise, and clinical judgment in the specialty practice of cardiac rhythm device therapy and cardiac electrophysiology (EP). IBHRE certified specialists include more than 9,000 distinguished physicians and allied professionals who have been assessed on the scientific foundation, clinical skills, and technical knowledge required to provide and facilitate safe quality patient care in the management of arrhythmias.

IBHRE's success is a direct result of the support of leadership, health care employers, and the IBHRE certified specialists who, through their unyielding pursuit of excellence, have advanced both the practice and the profession of cardiac rhythm management. ***Together, we will continue to build and strengthen IBHRE and its certification programs.***

Once again, thank you.

Sincerely,

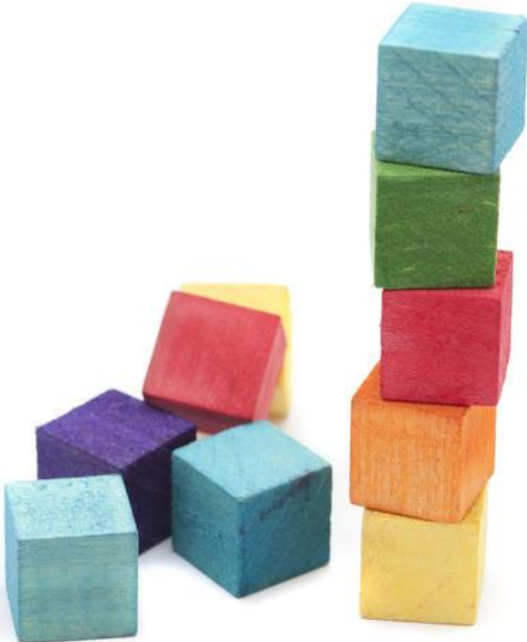
Tracy Lofty, MSA, CAE
Executive Director, IBHRE
tlofty@hrsonline.org

IBHRE.org

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Part I: The Road to Excellence



OVERVIEW

Since 1985, IBHRE has set the standard for global certification in heart rhythm management. IBHRE offers competency certification to physicians and allied professionals to provide quality patient care in cardiac pacing and electrophysiology. Certifications offered are:

- Certified Cardiac Device Specialist (CCDS)
- Certified Cardiac Device Specialist – Japan Device Representative (CCDS-JDR)
- Certified Electrophysiology Specialist (CEPS)
- Certified Electrophysiology Specialist—Adult (CEPS-A)
- Certified Electrophysiology Specialist—Pediatric (CEPS-P)

IBHRE is a 501c6 organization. As such, it adheres to best practices of organizational management and functions as its own entity.

IBHRE’s certification programs adhere to international standards and are accredited through ISO/IEC 17024:2012 by the American National Standards Institute (ANSI).

Organizational Calendar

The fiscal year of IBHRE begins on October 1 and ends on September 30. The recruitment, nomination and subsequent appointment of leadership are conducted annually from January to March. Newly appointed volunteer leaders assume office June 1 following the annual Board of Directors (BoD) meeting in May; terms end May 31. Approval by the HRS Board of Trustees is required for BoD positions.

Board of Directors

The affairs of IBHRE are managed by the Board of Directors (BoD) who have and may exercise the powers of the organization. It is the ultimate governing authority of IBHRE and its mission is to govern IBHRE, protect the organization’s image and assets, and be the moral voice of those certified. In managing the affairs of the corporation, the Board of Directors shall at all times act in the best interests of the corporation to further its purposes and mission, and all actions with respect to the formulation and administration of examinations and certification of examinees shall be independent of outside influences of industry or any other organization.

Committees

The Board of Directors nominates and appoints members of the IBHRE Committees. Committees are responsible for carrying out specific organizational functions such as developing content and setting standards for certification examinations. Current, active committees consist of:

- Cardiac Pacing Test Writing Committee
- Cardiac Electrophysiology Test Writing Committee
- Physician Electrophysiology Test Writing Committee
- Review and Appeals Committee
- Finance Committee

Task Forces

The Board of Directors may approve the appointment of temporary task forces to address a specific issue in a focused manner and for a defined time period. Task forces are assembled on an ad hoc basis and are typically appointed for a term of one year.

IBHRE'S LEADERSHIP TRACK

Desired Traits & Skills of IBHRE Leaders

IBHRE is proud of its ability to recruit individuals with the appropriate knowledge and skills to lead the organization. As such, below are the preferred leadership traits and skills:

- ✓ Proven Performance: leadership and ability to make a difference; demonstrated effectiveness in committees, task forces or IBHRE operations; additional leadership experience in another organization (including the local institution) is desirable; self-confident
- ✓ Expertise: demonstrates a high level of knowledge and experience in the cardiac pacing and electrophysiology specialty
- ✓ Commitment: demonstrated commitment to the organization and its goals; willing and able to access resources or open doors on behalf of the IBHRE
- ✓ Understanding of Team Work: ability to work well with people individually and in a group; ability to motivate others; produce high quality work products; well-developed interpersonal and communication skills
- ✓ Sound Judgment and Integrity: honesty and integrity; visionary; solid professional reputation; respectful and respected
- ✓ Strategic Thinking: ability to analyze and think clearly; creative; delegate where necessary; negotiate; exercise flexibility
- ✓ Communication: thoughtful in handling sensitive/confidential matters; discreet; ability to listen and be open-minded; articulate
- ✓ Time to Serve: willing and able to make the time commitment required; ability to take responsibility and follow through on assignments
- ✓ Membership: Heart Rhythm Society membership in good standing (BoD except Public Member).
- ✓ Certification: IBHRE certification is required for IBHRE leadership positions with the exception of the BoD Public Member.

NOTE: HRS membership and certification status are subject to Board exception.

✓

IBHRE'S GUIDING PRINCIPLES GOVERNING LEADERSHIP APPOINTMENTS

General Principles

Equitable Distribution. Leadership appointments with IBHRE are limited and highly-valued. Committee, subcommittee and task force appointments should be distributed as equitably as possible, to ensure a manageable workload for individuals, expand opportunities for volunteer engagement, and avoid perceptions of favoritism.

Expertise. Appointments are made primarily on the basis of expertise. Secondary considerations may include leadership development, succession planning, continuity and willingness to make the necessary time commitment.

Diversity. Wherever possible, appointments should reflect a diverse mix of backgrounds, occupations, demographics (geography, ethnicity, gender), and interpersonal communication and problem solving styles. Other considerations include requirements identified in the formal charge, and factors such as the length of IBHRE service and experience with non-IBHRE organizations.

Terms. Terms should be staggered to maintain the targeted mix of expertise and diversity, to the extent possible. Individuals should be informed of the length of their terms at the time of their appointments.

Conduct. Leaders conduct affects the credibility of the IBHRE and the effectiveness of its governance structure. Committee and Task Force Chairs and Staff Liaisons are expected to monitor leadership disclosures, participation and performance, and to take appropriate action, including recommending the removal of an individual to the Board mid-term, or non-reappointment.

Reappointment. Rotating assignments benefits individuals (by enlarging their understanding of the IBHRE and bringing them into contact with new colleagues) and committees (by providing fresh perspectives and energy). Reappointment is not automatic, and should be considered in the context of this guidance document, especially equity, expertise, diversity and performance.

Succession. Board officers will be considered for the leadership succession, followed by directors, committees and task forces.

Consultation. The Board President should consult broadly about the current status and future resource needs of committees and task forces, and the performance and potential of prospective appointees. Consultation should include the President, Executive Director, Chairs, Staff Liaisons, and leadership database.

Transparency. Information about leadership opportunities, qualifications, and the appointment making process should be easy to access and clearly communicated by leaders of IBHRE and staff.

Other Considerations

Size and Composition. Sizes for committee and task force should generally be stated in ranges, to provide flexibility. Entities that typically conduct business by voting should have an odd number of members to break tie votes. Operating committees and task forces should have a mix of directors and non-directors where appropriate.

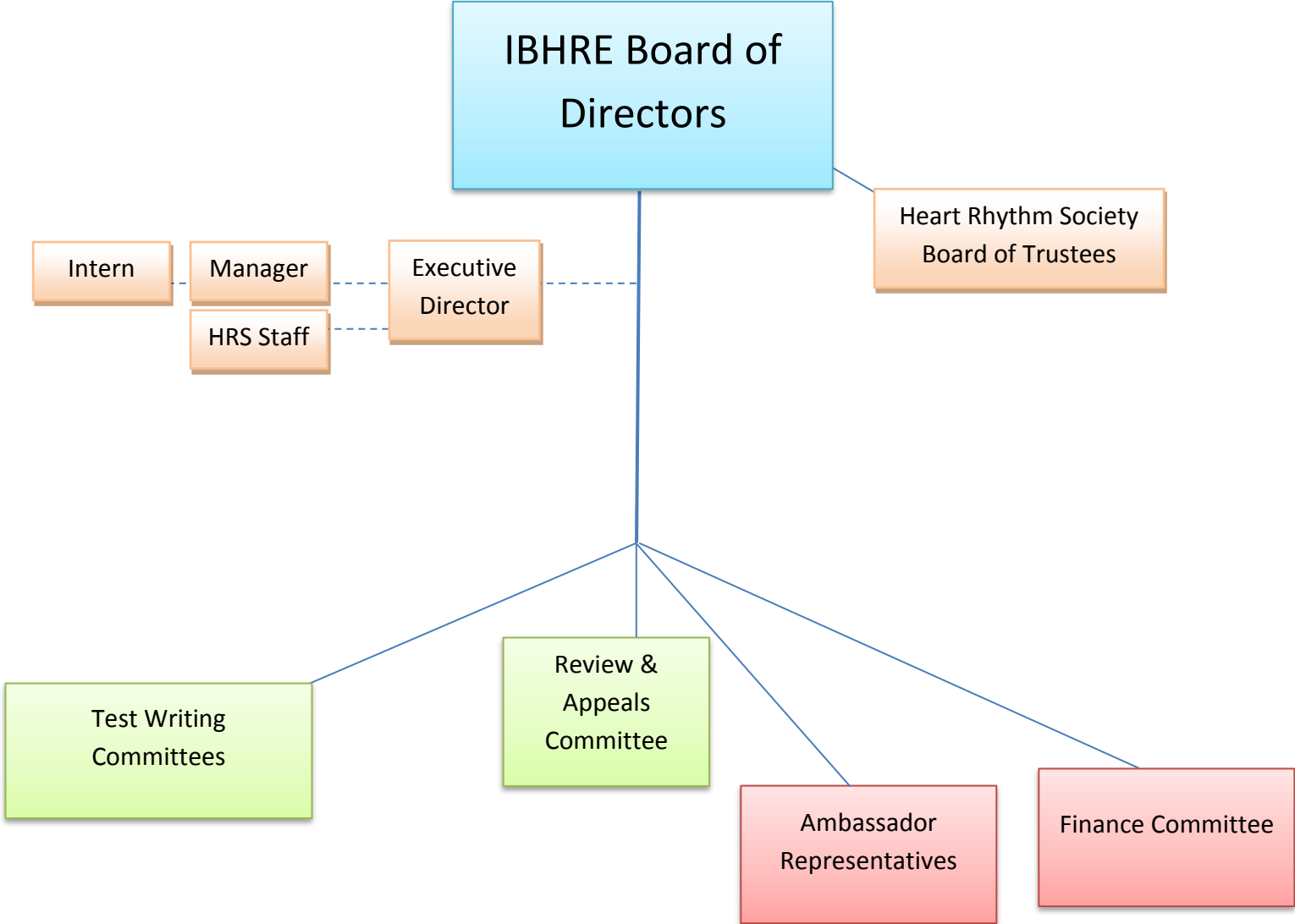
Board Liaisons. A Board Liaison should be assigned to each operating committee and task force. The Board Liaison role is distinct from the role of a committee member, as defined in their respective job descriptions.

Directors. In general, Directors may have one or two assignments, in addition to their Board Liaison appointment.

Officers. In general, Officers may be assigned to committees or task forces outside their ex officio appointments where they have specific expertise or experience that is unavailable in other volunteers.

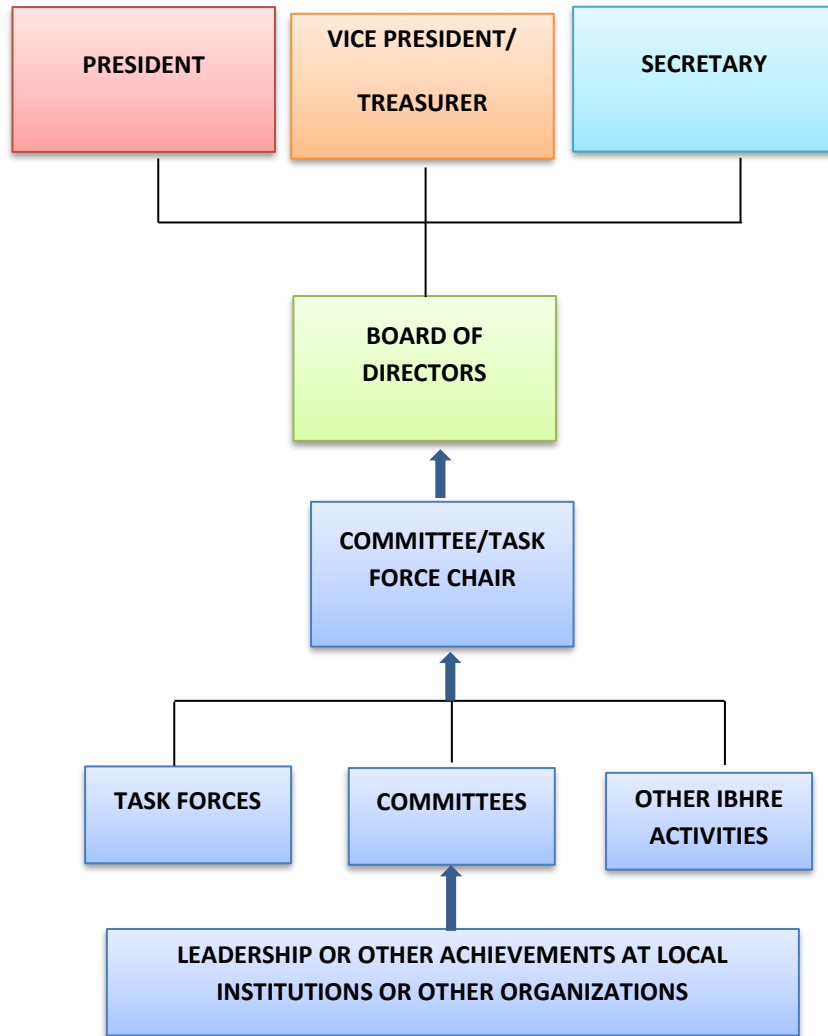
Vice Chairs. Where applicable, committees and task forces can have a Vice Chair to assist the Chair with committee management and leadership development.

ORGANIZATIONAL STRUCTURE



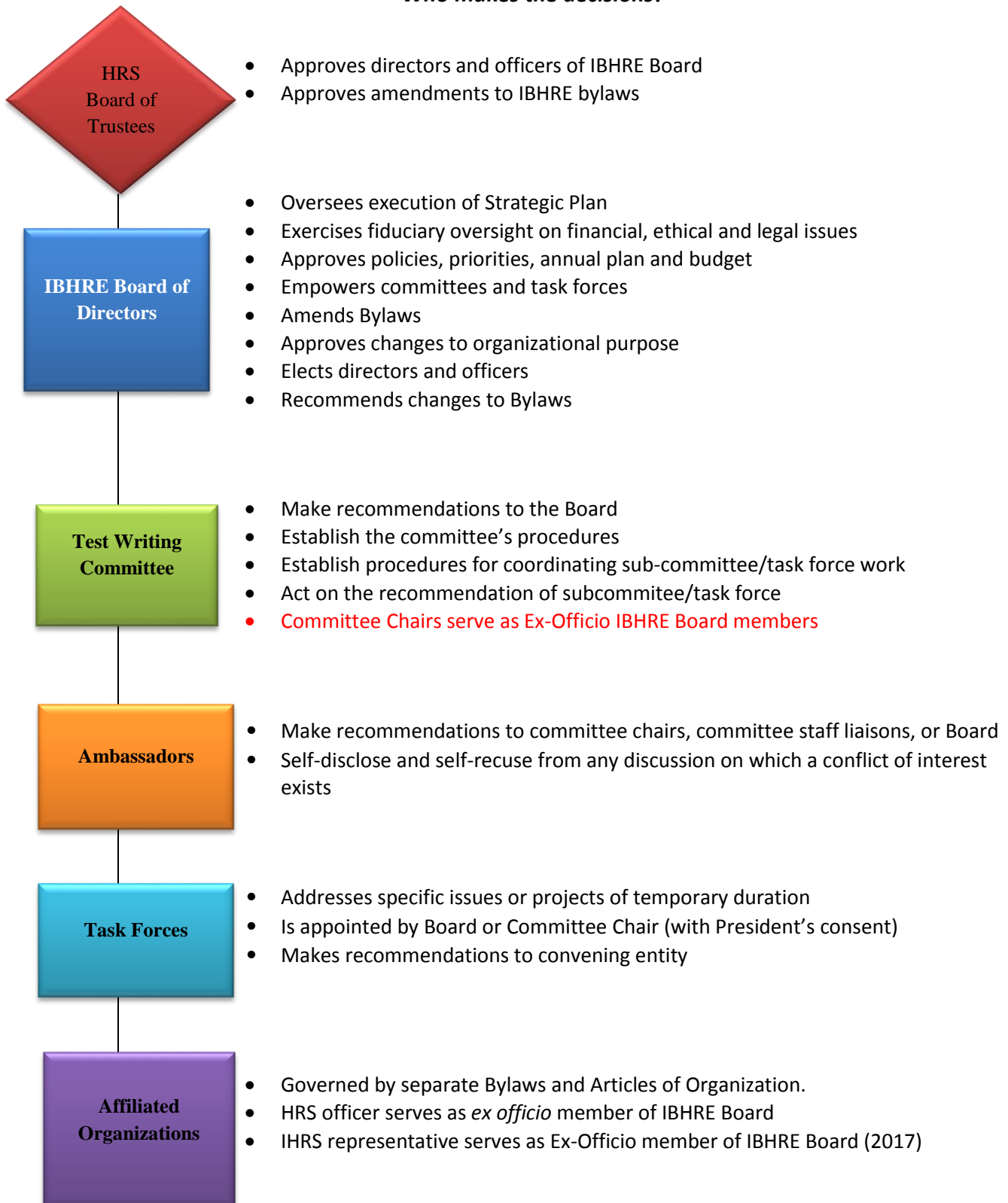
IBHRE SUCCESSION PLAN

Interested in climbing IBHRE's Leadership ladder while expanding your knowledge and skillset? See below for an example of IBHRE's succession plan.



IBHRE DECISION MAKING AUTHORITY

Who makes the decisions?



HISTORY AND MILESTONES

Dr. Seymour Furman and the Founding of IBHRE (formerly NASPExAM)

Dr. Seymour Furman was the first to recognize the usefulness of pacing the heart endo cardially, which ultimately led to the development of an entirely new discipline of clinical cardiac electrophysiology.

After serving as a naval surgeon in the early 1960s, he embarked on a clinical career at Montefiore Medical Center where he directed the pacemaker program until 1994. He also became a Professor of Medicine and Surgery at the Albert Einstein College of Medicine. A pioneer in cardiac rhythm management, much of his work was supported by the National Institutes of Health leading to the development of clinical cardiac electrophysiology.

Among his contributions were the founding of some of the earliest pacemaker clinics, the demonstration that mercury-zinc cells destroy pacemaker circuitry, and the establishment of a database and statistical analysis of patient and hardware survival. The awards for his work are numerous, including: the Distinguished Service Award from Intersociety Commission for Heart Disease Resources; the Pioneer in Pacing Award; and the Distinguished Scientist Award from the ACC, among many others.

His work in medicine was rivaled by his service in countless organizations. In 1977, he co-founded, along with J. Warren Harthorne, Dryden Morse, and Victor Parsonnet, the North American Society of Pacing and Electrophysiology (NASPE), eventually becoming its president in 1981. In 1984, he established an affiliate of NASPE called NASPExAM (now the International Board of heart Rhythm Examiners), an organization devoted to the examination process for recognizing physicians and allied professionals for competency in cardiac pacing and implantable defibrillation and to certify allied professionals in clinical cardiac electrophysiology. He acted as President of NASPExAM through 1998.

Dr. Furman was a prolific academic writer as well. He published over 400 manuscripts and book chapters, over 100 editorials in PACE, and over 800 abstracts. He also gave over 1000 oral presentations. He coauthored the first American book on cardiac pacing, titled "A Practice of Cardiac Pacing", being published in three successive editions.

Not only was he an excellent scientist, Dr. Furman also had a loving family. A father of three, he was married for more than 45 years. Dr. Furman remained an active physician until his death on February 20, 2006. The cause of death was due to complications of cardiovascular disease.

1984

- NASPExAM, now the International Board of Heart Rhythm Examiners (IBHRE), is founded by its first President, Dr. Seymour Furman. As an independent affiliate organization to the Heart Rhythm Society (HRS), it is devoted to the examination and certification of physicians and allied professionals for competency in cardiac pacing, cardioversion defibrillation and clinical cardiac electrophysiology.
- The National Board of Medical Examiners is approved to administer the exam.

1985

- NASPEExAM is established in a Boston, Massachusetts office
- Cardiac Pacing Test Writing Committee is founded

1986

- First examinations of Special Competency in Cardiac Pacing and Cardioversion Defibrillation for the physician are administered in Los Angeles, Chicago, New York and London

1989

- First Examinations for Special Competency in Cardiac Pacing and Cardioversion Defibrillation for the allied professional are administered in Los Angeles, Chicago, New York and London

1995

- NASPEExAM moves to a Washington, DC office

1996

- Extensive role delineation study conducted to update the list of essential competencies for heart rhythm professionals
- Cardiac Electrophysiology Test Writing Committee is founded

1997

- First Examinations for Special Competency in Cardiac Electrophysiology for the allied professional are administered in New Orleans and New York

1998

- Dr. David Steinhouse becomes second President of NASPEExAM

2005

- Dr. Charles J. Love becomes third President of NASPEExAM
- Physician exam is recognized as a competency requirement for completion of the Heart Rhythm Society's alternate training pathway for non-electrophysiologists
- NASPEExAM adopts new bylaws, a new strategic plan, and expands the Board of Directors to include international members from Japan, London and Canada

2006

- NASPEExAM becomes the International Board of Heart Rhythm Examiners
- New IBHRE website is launched and first web-based registration system is introduced

- Job task analyses is conducted to initiate change from competency to certification, to identify core tasks in the heart rhythm practice and to standardize global knowledge-base of heart rhythm professionals
- Comprehensive market research and promotional strategy is conducted around the value of IBHRE certification

2007

- Examinations re-named and structured to align with new certification program: *Certification Examination for Competency in Cardiac Rhythm Device Therapy for the Physician Certification Examination for Competency in Cardiac Rhythm Device Therapy for the Allied Professional, Certification Examination for Competency in Cardiac Electrophysiology for the Allied Professional*
- New certification credentials announced:
Certified Cardiac Device Specialist (Physician)
Certified Cardiac Device Specialist (Allied Professional)
Certified EP Specialist (Allied Professional)
- Strategic partnership formed with the Japanese Heart Rhythm Society and establishment of first IBHRE Japanese Test Translation Committee
- Establishment of new organizational structure, policies and procedures to support the administration of the new IBHRE program and prepare for certification personnel accreditation from the American National Standards Institute (ANSI)

2008

- First introduction of computer-based testing and world-wide administration of certification examinations
- First tailored foreign-language certification exam is administered in Japan to 644 cardiac pacing allied professionals
- IBHRE establishes registered trademarks for the IBHRE name and mark

2009

- IBHRE submits an application to ANSI for accreditation under ISO Standard 17024 for Personnel Certification Programs
- Physician Electrophysiology Test Writing Committee is founded to develop international-based adult and pediatric EP exams for physicians
- First IBHRE Certification Orientation is held at the Boston Convention and Exhibition Center
- New Recertification Policy is established to require professional development maintenance every 5 years and recertification every 10 years
- First IBHRE Review and Appeals Committee is established

2010

- IBHRE receives American National Standard Institute Accreditation

2011

- IBHRE introduces its fourth exam, Examination for Special Competency in Cardiac Electrophysiology for the Physician
- IBHRE increases international presence with international candidates making up 51% of total examinees
- IBHRE President Dr. Charles Love signs first official letter of intent between IBHRE, National Medical Examiners of China (NMEC), and the Chinese Society of Pacing and EP (CSPE) to serve as the authorized credentialing organization for China's Board Certification Examinations

2012

- IBHRE successfully launches its first Testimonial Campaign, with the purpose being to improve IBHRE's brand position as well as to gain insight concerning the effectiveness of IBHRE's certification programs

2013

- IBHRE launches an updated website in November, with added features such as a Career Center, IBHRE Marketplace, Ambassadors section, and Calendar Spotlight
- New Leadership Recruitment Campaign is conducted
- IBHRE forms new Content Experts Committee and an Ambassador Group

2014

- Maintenance of Certification Online Application is launched
- IBHRE celebrates its first IBHRE Day on February 11th

2015

- IBHRE launches scholarship program for allied professionals

2016

- ANSI reaccreditation of CCDS and CEPS certification programs
- ANSI accredits CEPS-PC and CEPS-AC
- Maintenance of Certification (MoC) becomes Verification of Continuing Education (VCE)
- IBHRE presents first Ambassador Awards during HRS Scientific Sessions

IBHRE CODE OF ETHICS & LEADERSHIP POLICIES

IBHRE Code of Ethics

The International Board of Heart Rhythm Examiner's (IBHRE) Code of Ethics outlines the expectations regarding the behavior of its candidates and certified professionals in the field of cardiac pacing and cardiac electrophysiology. Examples of unethical behavior and potential sanctions to be enforced by the IBHRE governing body in the event an exam candidate or certified professional is found guilty of unethical or illegal behavior are included.

I. IBHRE Code of Ethics

The International Board of Heart Rhythm Examiners holds all of its certified individuals and volunteer leaders working in the field of cardiac pacing and cardiac electrophysiology to the following responsibilities:

- A. Uphold the values, ethics, and mission of the profession and IBHRE
- B. Conduct all personal and professional activities with honesty, integrity, respect, fairness, good faith and competence in a manner that will reflect well on the profession and IBHRE
- C. Comply with all laws and regulations of the jurisdictions in which the professional conducts his/her activities
- D. Maintain competence and proficiency in their profession by undertaking a personal program of assessment and continuing professional education
- E. Respect professional confidences and comply with all laws pertaining to patient confidentiality and disclosure
- F. Enhance the dignity and image of the profession and IBHRE through positive personal actions
- G. Be truthful, candid and compassionate in all professional communications with patients and others in the practice of cardiac pacing and electrophysiology and avoid information that is false, misleading, inflammatory, and deceptive, or information that would create unreasonable expectations

IBHRE endorses and hereby incorporates by reference the Code of Ethics of the Heart Rhythm Society, as relevant to certified individuals and volunteer leaders in their work for IBHRE and in their practices and activities in the fields of pacing and electrophysiology. The Code of Ethics of the Heart Rhythm Society can be found at www.HRSonline.org.

II. Ethical Behavior of Volunteer Leaders & Staff

IBHRE holds all of its stakeholders, most particularly volunteers, staff, contractors and other agents representing IBHRE to the following responsibilities:

- A. Act only within the scope of authority as specified in the bylaws and written policies of IBHRE;
- B. Make only commitments that an individual is authorized to make or that IBHRE can make without violating established practices and policies;

- C. Avoid the exploitation of professional relationships or positions in the organization, whether elected or appointed, for personal gain;
- D. Respect professional confidences and protect the confidentiality of IBHRE information, including intellectual property, candidate identities, score results information, personnel information, and other information as articulated in the IBHRE Confidentiality Policy;
- E. Refrain from using association with IBHRE to promote or endorse external products or services; and
- F. Accept no gifts or benefits offered with the expectation of influencing a decision when conducting business on behalf of the organization.

III. Cause for Sanctions from IBHRE

IBHRE may issue sanctions in the event an exam candidate or certified individual:

- A. Is found to have falsified or misrepresented any personal or demographic information provided on an exam application or otherwise requested by IBHRE;
- B. Misrepresents or misuses an IBHRE credential;
- C. Is found and proven guilty of cheating on an IBHRE certification examination;
- D. Is found and proven guilty of assisting others to cheat on a certification examination;
- E. Is found in possession of IBHRE examinations, test items or any other confidential and proprietary materials without direct authorization from IBHRE;
- F. Is convicted of a crime, or has undergone limitation, sanctions, revocation, or suspension by a professional health care organization, licensing board or any other private or governmental body related to cardiac care or public health safety; or
- G. Is found guilty of gross or repeated negligence or malpractice in professional practice by a medical review board or court of law.

IV. Sanctions

IBHRE may issue sanctions that include, but are not limited to:

- A. Present and/or future denial of initial certification or recertification;
- B. Revocation of current certification credential(s) with the requirement to discontinue use of all claims to certification and return of any certificates issued by IBHRE;
- C. Legal action in the event the individual fails to comply with sanctions exercised by IBHRE or has perpetrated financial or other legally defensible damages against the organization.

V. Agreement to Confidentiality

Candidate and Certified individuals

By submitting (or having submitted) an application to take an IBHRE certification examination, exam candidates and certified individuals agree that they shall not disclose confidential information (whether oral or written in any form of media) related to, provided by or discussed during the examination or any other information identified as confidential. Exam candidates acknowledge that test questions appearing on the examination are the confidential information and copyrighted proprietary property of IBHRE, and are not to be copied, reproduced or disclosed to others.

IBHRE certified individuals and exam candidates should further understand that the signature provided on the exam application constitutes binding acceptance of these conditions.

Failure to comply with this confidentiality agreement may result in sanctions as articulated under Section III of this Code of Ethics and determined to be appropriate by an official review panel appointed by the IBHRE Board of Directors.

Volunteers, Staff and Contractors

IBHRE expects and requires all volunteers, staff and contractors to keep confidential any sensitive or proprietary business-related information belonging to IBHRE which has not been released to the public domain or generally made known to all stakeholders. Such information includes but shall not be limited to:

- Terms, conditions, fee schedules or other information termed as 'confidential' in a contract or other written agreement made between IBHRE and another party
- Delivery of a Request for Proposal pertaining to change in vendor where the current vendor is not included in bidding process
- Unapproved financial records including budgets, statements and balance sheets including any information which may disclose the salary or compensation of IBHRE employees or contractors.
- Pending decisions, deemed confidential, which have not been approved or made public by the IBHRE Board of Directors

Signed Agreement to Comply

IBHRE volunteers shall be required to sign a Confidentiality Agreement for so long as they serve in their respective capacity with IBHRE. Staff and contractors shall sign a Confidentiality Agreement upon hire. Agreements will be distributed for signature by the Executive Director. All signed agreements will be kept in a permanent record that will be maintained on the premises of IBHRE headquarters.



Leadership Policies

To access IBHRE's organizational leadership policies such as the Conflict of Interest Policy and the Impartiality Policy, go to IBHRE's website at <http://www.ibhre.org/About-Us/Exam-Governance/Policies#axzz3XPjJLjK>. You may also contact staff at info@ibhre.org to request policy documents.

GOVERNANCE CHARGES

IBHRE Board of Directors Charge

<u>Number of Members</u>	Maximum of 15
<u>Purpose</u>	To govern IBHRE, protect the organization’s image and assets, and be the moral voice of its certified professionals.
<u>Composition</u>	Board members must be members of the Heart Rhythm Society (with the exception of the Public Member) in good standing, and cannot be industry employees. At least one Board member holds the title of Public Member. The President of HRS holds the position of ex-officio. A representative of the Indian Heart Rhythm Society also holds an ex-officio position. (5/2017)
<u>Method of Appointment</u>	Directors are determined through a slate of candidates assembled by the IBHRE Board of Directors and supporting staff. The number of candidates shall equal the number of available seats and an equal number of alternates. The selected slate of candidates is submitted to the HRS Board of Trustees for approval by a majority vote at the time of its annual meeting.
<u>Accountable to</u>	IBHRE Board of Directors, IBHRE Stakeholders, Staff Liaison, Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	Each Director serves for a term of three years. The President of HRS shall serve for a term of one year to commence immediately following the annual Board meeting in May. The terms of the Directors is staggered to the greatest extent possible, and taking into consideration any Director serving ex-officio, one-third of the Directors of the corporation are elected each year.
<u>Meeting Frequency</u>	One in-person meeting a year at the location of the Heart Rhythm Society Annual Scientific Sessions. Three to four conference calls or webinar meetings held throughout the year to approve budget and discuss strategic initiatives.
<u>Travel</u>	Travel to the Heart Rhythm Society’s Scientific Sessions is generally not covered by IBHRE, unless under special circumstances. The Public

Member's travel to attend the annual business meeting at the HRS Annual Scientific Sessions is reimbursed based upon the budget.

Responsibilities

The Board of Directors is the ultimate governing authority of the IBHRE. The Board is expected to legally act in the best interest of IBHRE, avoid conflicts of interest and respect corporate authorities.

It is the responsibility of the Board to:

- Establish and oversee execution of a strategic plan consistent with IBHRE's mission, vision, and strategic goals
- Convene at least two meetings per year, generally at the time of the HRS Annual Scientific Sessions, and at such time during the fiscal year of the corporation as the President shall determine. Special meetings of the Board may be held at any time and place when called by the President or any three (3) or more Directors.
- Exercise fiduciary oversight of the IBHRE's financial, ethical, and legal affairs
- Approve IBHRE's annual operating and capital plans, and ensure adequate human and financial resources are available to implement the plans
- Ensure that IBHRE's programs and services effectively attract, engage, and retain examinees
- Establish and advocate policies that serve the best interests of certified professionals

To carry out its responsibilities, the Board will exercise decision making authority to:

- Approve strategic initiatives, establish policies and organizational standards and procedures.
- Empower committees and task forces to carry out the examination scheme and act on recommendations
- Retain and advise a senior executive to manage IBHRE program and operations
- Ensure that the Board consists of diverse skills and backgrounds, and works effectively as a team
- Regularly monitor its own effectiveness and adopt leadership development plans for the Board and committees
- Ensure a succession of capable and effective volunteer leaders

Finance Committee Charge

<u>Number of Members</u>	Three (3)
<u>Purpose</u>	To monitor IBHRE’s finances and develop the budget in collaboration with the Executive Director.
<u>Composition</u>	The Finance Committee shall be chaired by the IBHRE Treasurer and at minimum include two other BoD members each serving a one-year term. Committee members may be reappointed to consecutive and non-consecutive terms without limit while serving on the BoD.
<u>Method of Appointment</u>	Members volunteer and are appointment by IBHRE’s President. IBHRE’s Treasurer is automatically appointed as chair.
<u>Accountable to</u>	IBHRE BoD, Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	1 year (may be reappointed consecutive years while serving on the BoD)
<u>Meeting Frequency</u>	2 conference calls per year
<u>Travel</u>	None
<u>Responsibilities</u>	<ul style="list-style-type: none">• Develop the annual budget• Be familiar with, review periodically, and monitor the organization’s annual budget• Ensure sure funds are being expended accordingly• Monitor debt and debt payback• Identify potential problems• Ensure financial reporting requirements• Identify any illegal, unethical, or incompetent financial dealings engaged by staff, BoD, or other parties.• Participate in the annual audit as necessary• Adhere to roles and responsibilities listed in IBHRE’s Investment Policy• Be familiar with and review financial policies annually

NOTE: Refer to IBHRE’s Financial Policies document for additional information.

IBHRE Test Writing Committee Charge

<u>Number of Members</u>	Minimum of 10 members
<u>Purpose</u>	To improve the quality of knowledge of heart rhythm professionals through the development and delivery of certification examinations
<u>Composition</u>	Members may include Directors of IBHRE and members of HRS. Membership in the Heart Rhythm Society is encouraged for committee members but not required. Industry employees are not permitted to join IBHRE's Test Writing Committees. Members shall have successfully passed the examinations for which they are writing questions. Committees include the Allied EP Test Writing Committee (for both Physicians and Allied), Physician EP Test Writing Committee (Physicians only), and the Pacing Test Writing Committee (for both Physicians and Allied).
<u>Method of Appointment</u>	Members shall be appointed by the Board in consultation with the Committee Chair and Executive Director
<u>Accountable to</u>	Committee Chair, the IBHRE Board of Directors, Staff Liaison, and Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	Members of the Writing Committees shall be elected to serve for a three (3) year term, and may be elected to serve for three (3) consecutive terms for at least one (1) year, unless such requirement is expressly waived by vote of the Board of Directors.
<u>Meeting Frequency</u>	Test Writing Committees meet at the request of the IBHRE Board, Committee Chairs, and the contracted testing services vendor (currently the National Board of Medical Examiners and Prometric). If applicable, one on-site meeting per year, and three test development meetings/reviews will be held per year via conference call or webinar. The Writing Committees may hold and conduct meetings, provide notices and otherwise generally conduct themselves in the same manner as applies to other IBHRE Committees.
<u>Travel</u>	If travel is required to accommodate onsite test development meetings at the National Board of Medical Examiners (NBME) or Prometric, travel expenses will be covered by IBHRE. Travel to the Heart Rhythm Society's Scientific Sessions is not covered by IBHRE.
<u>Responsibilities</u>	With the guidance of a contracted test development vendor, Test Writing Committees are responsible for defining test objectives and specifications, developing examination blueprints, helping ensure test questions are unbiased, determining test format, considering

supplemental test materials, writing and reviewing test questions, and partaking in the scoring process with statisticians and test developers. All committee members are required to sign a confidentiality agreement to protect the security of the examination.

In addition to carrying-out stated responsibilities, the Committees will:

- Be informed about and support the Board of Director's mission to govern IBHRE, protect the organization's image and assets and be the moral voice of its certified professionals
- Carry out specific directions of the Board, and take action on policies or when the Board directs the committees to do so
- Plan, execute and oversee examinations for physicians and allied professionals
- Facilitate dialogue between IBHRE and cardiac arrhythmia representatives on issues of mutual interest, as appropriate
- Be informed about and support the IBHRE's mission, services, policies and programs
- Take on special assignments as necessary to advance the work of the Committee
- Keep up-to-date on developments in the field
- Follow conflict of interest and confidentiality policies as established by IBHRE

Decision Making Authority

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

IBHRE Review and Appeals Committee Charge

Number of Members

Five (5)

Purpose

To define the process by which appeals, grievances and complaints from exam applicants, candidates and certified professionals will be addressed and reviewed. Appeals may be applied to any decision made by the IBHRE as it applies to an applicant, candidate or a certified professional, including, without limitation, to the following:

- Declined exam application
- Failing score on an exam
- Denial or revocation of certification for any reason
- Action in response to a test center complaint
- Failure to meet Professional Development Activities requirements

Composition

Two representatives of the Cardiac Electrophysiology Test Writing Committee (the committee chair and one appointed member from that committee), two representatives of the Cardiac Pacing Test Writing Committee (one committee chair and one appointed member of that committee). Additionally, a Chair of the Review and Appeals Committee shall be duly appointed to serve as the head of the Review and Appeals Committee and as liaison between the Board of Directors of IBHRE and the Appeals Committee. At least one member of the Review and Appeals Committee shall at all times be a member of the Board of Directors of IBHRE.

Method of Appointment

Board of Directors

Accountable to

Board of Directors, Committee Chairs, Staff Liaison, and Executive Director

Strategic Plan Alignment

IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.

Term of Office

No term limit

Meeting Frequency

Meetings shall convene by conference call as appeals are submitted. The deliberations of the Review and Appeals Committee, and any hearing with respect to the matter shall take place within ninety (90)

days following receipt by IBHRE of the appellant's written claim. The final determination of the Review and Appeals Committee and its written decision shall be completed within thirty (30) days following its determination or the completion of the hearing, as the case may be.

Responsibilities

The Committee shall uphold the standards and policies of IBHRE with respect to applicants, exam candidates and certified professionals, and to provide such persons with fair and objective due process in the event they disagree with decisions made by IBHRE.

Conflicts of Interest

Each member of the Review and Appeals Board shall be required to certify in writing with respect to each claim, that he or she does not have a conflict of interest with regard to that claim. In the event that a member or members of the Review and Appeals Committee does have a conflict, based upon the facts or circumstances of the claim, including employment or other affiliations of the appellant, then the Board of Directors in conjunction with the acting Chair of the Review and Appeals Committee shall select a substitute member or members to hear and decide upon that claim.

Authority

The Review and Appeals Committee shall act by majority vote. Absent manifest error, arbitrariness or capriciousness in rendering a decision, or failure to follow sanctioned appeals procedures, all as determined by the Board of Directors of IBHRE in their discretion, the decisions of the Review and Appeals Committee shall be final and binding on the appellant and IBHRE.

Additional Responsibilities

The Chair of the Review and Appeals Committee may informally review questions or concerns brought forward by IBHRE staff regarding any issue or discrepancy which may arise on an application. The Chair may refer the question or concern to any other member of the Review and Appeals Committee as it pertains to their respective certification scheme for further deliberation. The Chair will be responsible for

communicating any decision or point of clarification resulting from the deliberation to the IBHRE staff. Should a need for policy change result from such deliberations, the Chair will be responsible for reporting the proposed change to the Board of Directors. All changes in policy shall require action by the Board of Directors of IBHRE.

Decision Making Authority

- Make recommendations to the Board
- Establish procedures for coordinating work
- Act on recommendation of the IBHRE Board and Test Writing Committee

IBHRE Ambassador Charge

<u>Purpose</u>	To advocate and represent the IBHRE's interest with designated external organizations
<u>Composition</u>	Members shall consist of IBHRE certified professionals, both clinical and industry, physicians and allied professionals. Heart Rhythm Society membership is not required.
<u>Accountable to</u>	Board of Directors, President, Staff Liaisons Exam Coordinator and Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	Ambassadors shall serve for unlimited terms.
<u>Meeting Frequency</u>	A minimum of one conference call or webinar will be held annually with IBHRE staff. IBHRE Ambassadors may personally meet with prospective examinees in their geographic region at their discretion.
<u>Travel</u>	No travel is required. Travel to the Heart Rhythm Society's scientific Sessions is not covered by IBHRE.
<u>Responsibilities</u>	<p>IBHRE Ambassadors serve a fundamental role in advancing the mission of IBHRE by advocating for IBHRE certification and offering guidance to prospective examinees. This will be done with the guidance and support from the IBHRE Board, Committees, and staff. In addition to carrying-out stated responsibilities, IBHRE Ambassadors will:</p> <ul style="list-style-type: none">• Be informed about the IBHRE's Strategic Plan, Board policies and annual priorities• Serve as the IBHRE's official representative and spokesperson within approved boundaries• Discuss and obtain approval from the designated staff liaison prior to presenting a IBHRE position to an external group• Comply with the IBHRE's conflict of interest and code of conduct policies, including:

- Complete the IBHRE’s disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require
 - Sign the IBHRE’s *Volunteer Code of Conduct*
- Include appropriate IBHRE staff on all committee-related communications, including new topics that will require IBHRE input or resources
- Report external activities and discussions to the staff liaison, Chair as appropriate
- Actively promote the IBHRE certification and support its staff
- Perform other duties as directed by the Board

Decision Making Authority

- Make recommendations to committee chairs, committee staff liaisons, or Board
- Self-disclose and self-recuse from any discussion on which a conflict of interest exists

Limitations

Ambassadors are strictly prohibited from advocating on behalf of any company or other entity with which they have a financial relationship. Ambassadors are explicitly required to identify any such conflict of interest at the beginning of all related discussions. Ambassadors are not authorized to enter into binding agreements with external organizations on behalf of the IBHRE.

IBHRE Task Force Charge

<u>Number of Members</u>	Minimum of 5 Members or as determined by IBHRE’s President or Executive Director
<u>Purpose</u>	To represent the IBHRE’s interests and work in partnership with the Chair and staff liaison to fulfill the charge of the reporting/designated committee
<u>Composition</u>	Members may include industry and clinical certified professionals. Non-IBHRE certified applicants who meet criteria will also be considered on a case-by-case basis.
<u>Method of Appointment</u>	Members shall be appointed by the Board or recommending committee in consultation with the Executive Director
<u>Accountable to</u>	IBHRE Board of Directors, Committees, Staff Liaison, and Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Term of Office</u>	Generally one-year and may vary according to needs/terms of the organization.
<u>Meeting Frequency</u>	The Task Force shall meet at the request of the IBHRE Board, Committee or staff. Meetings will be held via conference call or webinar. The Task Force may hold and conduct meetings, provide notices and otherwise generally conduct themselves in the same manner as applies to existing IBHRE Committees but within the task force charge.
<u>Travel</u>	If travel is required to accommodate planning meetings, travel expenses will be covered by IBHRE in accordance with IBHRE’s budget. Travel to the Heart Rhythm Society’s Scientific Sessions is not covered by IBHRE.
<u>Responsibilities</u>	<ul style="list-style-type: none">• Be informed about the IBHRE’s Strategic Plan, annual priorities and charge of the reporting entity.• Be informed about the annual objectives, work plan and timeline for the task force’s activities• Work collaboratively with the chair and staff to achieve the task force’s goals and objectives• Participate actively and constructively in all meetings, including contributing to task force deliberations by being familiar with distributed materials

- Respond to email notifications and solicitations in a timely manner
- Maintain the confidentiality of deliberations and materials
- Contribute to the timely completion of products and deliverables, including meeting deadlines
- Volunteer for special assignments when able
- Comply with the IBHRE’s conflict of interest and code of conduct policies, including:
 - Complete the IBHRE’s disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require
 - Comply with the Chair’s request to self-recuse from participating in discussions, meetings/calls and/or voting as appropriate
 - Sign IBHRE’s *Volunteer Code of Conduct*
- Comply with the IBHRE’s travel and expense reimbursement policies

Decision Making Authority

- Make recommendations to committee chairs, committee staff liaisons, or Board
- Self-disclose and self-recuse from any discussion on which a conflict of interest exists

Limitations

Members are strictly prohibited from advocating on behalf of any company or other entity with which they have a financial relationship. Members are explicitly required to identify any such conflict of interest at the beginning of all related discussions. Members are not authorized to enter into binding agreements with external organizations on behalf of the IBHRE.

PART II: IBHRE GOVERNANCE JOB DESCRIPTIONS



IBHRE Board of Director Job Description

<u>Term of Office</u>	Three (3) years. Directors may be re-elected for consecutive terms.
<u>Method of Appointment</u>	Director is elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees by written or electronic mail ballot, per IBHRE Bylaws.
<u>Accountability</u>	Report to: IBHRE Board Key relationships: Board members, Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To act in the best interest of the IBHRE as a whole and to exercise the legal duties of nonprofit stewardship: 1) be faithful to the IBHRE's mission, 2) exercise due diligence and 3) give undivided allegiance to the IBHRE when making decisions affecting the IBHRE.
<u>Responsibilities</u>	<p><i>As a Steward of the IBHRE</i></p> <ul style="list-style-type: none">• Be informed about and support the IBHRE's mission, services, policies and programs• Be informed about and support the Board of Directors mission to govern the IBHRE, protect the organization's image and assets, and be the moral voice of its members• Champion the IBHRE's programs and interests• Take an active role in identifying and developing future leaders• Participate in fundraising activities• Keep up-to-date on developments in the field <p><i>As an Ethical Role Model</i></p> <ul style="list-style-type: none">• Strictly adhere to the IBHRE's conflict of interest and confidentiality policies outlined in the Bylaws and the Code of Ethics, including:<ul style="list-style-type: none">○ Complete the IBHRE's disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require.○ Sign the IBHRE's <i>Volunteer Code of Conduct</i>.○ Sign the Board Service Agreement.• Maintain the confidentiality of the Board's deliberations and materials <p><i>As a Board Member</i></p> <ul style="list-style-type: none">• Attend regular and special Board meetings, and support other IBHRE functions

- Review agendas and material prior to meetings and come prepared to participate
- Assist the Board in carrying out its fiduciary responsibilities, including reviewing financial statements and asking questions
- Serve as a board Liaison to at least one committee, subcommittee or task force
- Take on special duties, including task force assignments, at the request of the President

Decision Making Authority

- Vote on matters duly brought before the Board
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of the discussion

Qualifications

- Demonstrated effectiveness on IBHRE committees, subcommittees or task forces
- Demonstrated leadership capabilities
- Willingness and ability to make the time commitment required and be accountable for results
- Honesty and integrity
- Big-picture mindset; ability to think strategically, creatively and with a future-focused perspective
- Interpersonal skills: ability to listen, be open-minded, respectful and articulate
- Analytical skills: ability to evaluate data and exercise sound judgment
- Teamwork skills: ability to work effectively with and through others
- Responsiveness

NOTE: Refer to IBHRE Bylaws for additional information.

Directors serve without compensation. Directors may not be prevented from serving the corporation in any other capacity and receiving compensation for any such services.

IBHRE Board Liaison Job Description

<u>Term of Office</u>	As appointed (on an IBHRE Committee or task force) while serving as a member of the Board.
<u>Method of Appointment</u>	Members shall be appointed by the President, in consultation with the Executive Director.
<u>Accountability</u>	Report to: Board Key Relationships: the designated committee or task force, its chair and staff liaison(s)
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To foster communication about the IBHRE's strategic goals and priorities, and mentor the next generation of volunteer leaders.
<u>Responsibilities</u>	<ul style="list-style-type: none">• Serve as a link to the Board and its activities.• Educate others about the IBHRE's Strategic Plan, Board actions and decision-making rationale, and strategic trends affecting the organization.• Serve as a resource for information about the IBHRE's staff and volunteer structure (who does what), and business processes/procedures (how things get done), including nominations and appointments.• Encourage innovative thinking and a future focus in committee, subcommittee or task force deliberations.• Act as a sounding board and advisor to current and emerging volunteer leaders, including Chairs, Vice Chairs and Co-chairs to help them strengthen their effectiveness, develop their leadership skills and maximize their contribution to the IBHRE's mission.• Help the committees identify and/or assess potential candidates for Board, officer, committee and task force assignments.
<u>Decision Making Authority</u>	Make recommendations to chairs, members, staff and the Board.
<u>Qualifications</u>	Currently serving Director or Officer

IBHRE President Job Description

<u>Term of Office</u>	One (1) year term with consecutive appointments available
<u>Method of Appointment</u>	The President shall be elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees, according to the process stipulated in the IBHRE Bylaws.
<u>Accountability</u>	Report to: Board of Directors and Staff Liaison, Executive Director Key relationships: Vice President, Secretary, Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To enhance the organization’s reputation and credibility, ensure progress in implementing the Strategic Plan and foster an environment that attracts and energizes outstanding volunteer leaders.
<u>Responsibilities</u>	<p><i>Ex-Officio Assignments:</i></p> <ul style="list-style-type: none">• Preside as Chair of the following entities:<ul style="list-style-type: none">○ Board of Directors○ Business meetings of IBHRE• Serve as a member of the following entities:<ul style="list-style-type: none">○ Test Writing Committee○ General Committees (when applicable)○ Task Force Groups (when applicable) <p><i>Other Duties</i></p> <p><i>As President</i></p> <ul style="list-style-type: none">• Serve as IBHRE’S official representative and spokesperson.• Communicate regularly with the Board about Committee activities and other important issues.• Work in partnership with the Executive Director to oversee implementation of the Strategic Plan, ensure organizational effectiveness and plan for future development.• Ensure compliance with Board policies and procedures and all relevant legal and ethical standards, including policies and standards governing corporate relationships.• Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization.• Appoint task forces as necessary and delegate activities to committees and subcommittees, with Board approval.• Participate in advocacy and fundraising activities at the request of IBHRE or the Executive Director.• Consult with the Board Officers and Executive Officer on the appointment of incoming committee chairs and members• Attend HRS meetings as necessary

- Perform other duties as directed by the Board.

Decision Making Authority

- Convene meetings.
- Appoint task forces.
- Enforce conflict of interest policies, including requiring Directors’ or Officers’ recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.
- Approve formal IBHRE communications.
- Make recommendations on work processes and volunteer assignments.

Estimated Time Commitment

4-5 hours per month to engage in Board meetings and conference calls as needed as well as to review documents and discuss issues with the Executive Director. Busiest times of the year are prior to Board meetings and the budget preparation cycle.

Qualifications

Professional

- Nationally recognized leader.
- Broad-based clinical knowledge and experience.
- Ability to champion the best interests of the organization as a whole.
- Effective communicator.
- Ability to work with and build consensus among diverse groups.
- Demonstrated effectiveness on IBHRE committees, subcommittees or task forces.
- Access to sufficient local resources, including effective administrative staff, to be able to accommodate presidential demands such as last-minute travel and phone calls during day.

Personal

- Polished presence.
- Honesty and integrity.
- Willingness and ability to make the time commitment required, and be accountable for results.
- Open-mindedness.
- Flexibility.

IBHRE Vice President Job Description

<u>Term of Office</u>	One (1) year term with consecutive appointments available
<u>Method of Appointment</u>	The Vice President shall be elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees, according to the process stipulated in the IBHRE Bylaws.
<u>Accountability</u>	Report to: Board of Directors and Staff Liaison, Executive Director Key relationships: Board President, Vice President, Secretary, Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To assist the IBHRE Board President and strengthen leadership skills in preparation for becoming President
<u>Responsibilities</u>	Serve as a member of the following entities: <ul style="list-style-type: none">○ Board of Directors○ General Committees (when applicable)○ Task Force Groups (when applicable) <p><i>Other Duties</i> <i>As Vice President</i></p> <ul style="list-style-type: none">● Assist the President in the execution of his or her duties..● Act as a representative or spokesperson for the organization at the President’s request.● Perform the duties of the President in the President’s absence or incapacity; including completing the Presidential term in the event of a vacancy.● Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization.● Proactively strengthen professional networks and leadership skills in preparation for assuming the office of President.● Appoint committee chairs and members, in consultation with the outgoing President, according to leadership development and succession planning procedures.● Perform other duties as directed by the Board or the President.
<u>Decision Making Authority</u>	<ul style="list-style-type: none">● Convene meetings.● Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion.

- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate.
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments.

Estimated Time Commitment

4-5 hours per month to engage in Board meetings and conference calls as needed as well as to review documents and discuss issues with the Executive Director. Busiest times of the year are prior to Board meetings and the budget preparation cycle.

Qualifications

Professional

- Demonstrated leadership capabilities.
- Strong professional stature and reputation.
- Broad-based clinical knowledge and experience.
- Ability to champion the best interests of the organization as a whole.
- Effective communicator.
- Ability to work with and build consensus among, diverse groups.
- Demonstrated effectiveness on IBHRE committees, subcommittees or task forces.
- Access to sufficient local resources, including well-organized administrative staff, to be responsive.

Personal

- Polished presence.
- Honesty and integrity.
- Willingness and ability to make the time commitment required, and be accountable for results.
- Open-mindedness.
- Flexibility.

IBHRE Treasurer Job Description

Term of Office

One (1) year term with consecutive appointments available.

Method of Appointment

The Treasurer shall be elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees, according to the process stipulated in the IBHRE Bylaws.

Accountability

Report to: Board of Directors and staff liaison, Executive Director

Key relationships: Board President, Executive Director, HRS Chief Operating/Financial Officer

Strategic Plan Alignment

IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.

Purpose

To ensure the Board's ability to discharge its fiduciary duties.

Responsibilities

Serve as a voting member of the following entity:

- Board of Directors

Other Duties as Treasurer

- Serve as financial officer of the organization
- Work with the Executive Director and HRS Chief Operating Officer to ensure that accurate financial records are maintained and that appropriate financial reports are made available to the Board on a timely basis
- Assist the Executive Director and Chief Operating Officer in preparing the annual budget and presenting the budget to the Board for approval
- Ensure compliance with all relevant legal and regulatory requirements and ethical standards
- Ensure that the organization's assets are protected, expended and invested according to the Board policies and procedures

- Monitor adherence to financial policies and, when applicable, recommend financial policies to the Board for approval
- Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization
- Chair IBHRE's Finance Committee
- Perform other duties as directed by the Board

Decision Making Authority

- Convene meetings
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate
- Approve final work products and formal communications.
- Make recommendations on work processes and volunteer assignments

Estimated Time Commitment

4-5 hours per month to engage in Board meetings and conference calls as needed as well as to review documents and discuss issues with the Executive Director. Busiest times of the year are prior to Board meetings and the budget preparation cycle (June-September).

Qualifications

Professional

- Demonstrated leadership capabilities
- Professional reputation and credibility.
- Knowledge of the principles and practices of financial record keeping, accounting systems and financial reports.

- Ability to communicate financial information effectively to persons with little or no financial expertise.
- Ability to work with the Executive Director and financial staff.
- Knowledge of the governance and management roles of volunteer and paid staff.
- Responsiveness

Personal

- Honesty and integrity
- Willingness and ability to make the time commitment required, and be accountable for results
- Strong work ethic

IBHRE Secretary Job Description

<u>Term of Office</u>	One (1) year term with consecutive appointments available.
<u>Method of Appointment</u>	The Secretary shall be elected by the IBHRE Board of Directors and approved by the Heart Rhythm Society Board of Trustees, according to the process stipulated in the IBHRE Bylaws.
<u>Accountability</u>	Report to: Board of Directors and staff liaison, Executive Director Key relationships: Board President and Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To ensure that actions of the Board are documented appropriately.
<u>Responsibilities:</u>	Serve as a voting member of the following entity: <ul style="list-style-type: none">• Board of Directors <p><i>Other Duties as Secretary</i></p> <ul style="list-style-type: none">• Ensure that accurate minutes of all Board meetings are prepared, distributed to the Directors in a timely fashion, and maintained at the corporate office; minutes shall record the time and place of meetings, whether regular or special, how the meetings were called, the names of those present or represented at the meeting and the proceedings• Ensure that all notices for meetings and other actions are given in accordance with the provisions of the Bylaws or as required by law• Act as custodian of the records, including minutes and the official list of directors and the corporate seal• Certify and ensure that a current copy of the Bylaws is maintained in the corporate office• Affix the seal, as authorized by the Bylaws or as required by law, to duly executed documents of the corporation

- Perform any other duties required by the Bylaws, Articles of Organization, or the law
- Act as a mentor and coach to senior volunteers and emerging leaders to help them strengthen their leadership skills and develop professional networks of value to the organization
- Perform other duties as directed by the Board

Decision Making Authority

- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate
- Approve final work products and formal communications
- Make recommendations on work processes and volunteer assignments

Estimated Time Commitment

4-5 hours per month to engage in Board meetings and conference calls as needed as well as to review documents and discuss issues with the Executive Director. Busiest times of the year are prior to Board meetings and the budget preparation cycle.

Qualifications

Professional

- Demonstrated leadership capabilities
- Professional reputation and credibility
- Demonstrated effectiveness on IBHRE committees, subcommittee or task forces
- Knowledge of legal record-keeping requirements
- Ability to work with the Executive Director and the IBHRE's legal counsel as necessary
- Knowledge of the governance and management roles of volunteer and paid staff

- Responsiveness

Personal

- Honesty and integrity
- Willingness and ability to make the time commitment required, and be accountable for results
- Open-mindedness
- Flexibility

IBHRE PUBLIC MEMBER JOB DESCRIPTION

<u>Term of Office</u>	Three (3) year term up to three terms
<u>Method of Appointment</u>	Public member is elected and approved by the IBHRE Board of Directors by written or electronic mail ballot, per IBHRE Bylaws.
<u>Accountability</u>	Report to: IBHRE Board Key relationships: Board members, Executive Director
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	A representative of the consumers of services provided by a defined certified professional population serving as a voting member of the governing body of IBHRE and bringing a unique perspective to the organization
<u>Responsibilities</u>	<ul style="list-style-type: none">• Represent the direct and indirect users of certified professionals' skills/services• Effectively advocate for the public• Contribute to defining IBHRE'S mission and policies and procedures• Consistently apply IBHRE's policies to evaluation of new and renewal certification applications and/or appeals• Willing to analyze data and make recommendations• Advocate for the views of the users of your certified professionals' services• Add new perspectives to board discussions that are free of industry or insider bias• Keep IBHRE Board's activities in check by providing some balance between filling the needs of certified professionals and providing public protection• Serve as a link to the Board and its activities to the public• Educate others about the IBHRE's Strategic Plan, Board actions and decision-making rationale, and strategic trends affecting the organization.• Encourage innovative thinking and a future focus in committee, subcommittee or task force deliberations.• Act as a sounding board and advisor to current and emerging volunteer leaders, including Chairs, Vice Chairs and Co-chairs to help them strengthen their effectiveness, develop their leadership skills and maximize their contribution to the IBHRE's mission.

Decision Making Authority

- Vote on matters duly brought before the Board
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of the discussion

Qualifications

- Thorough, good follow-through on commitments
- Strong attention to detail
- Good verbal and written communication skills
- Analytical with a global perspective internal and external to the Commission
- Conscientious, strong deadline orientation
- Ability to be a team player, consensus builder and be willing to be an independent thinker
- Discreet, thoughtful in handling sensitive matters (see IBHRE Confidentiality Policy)
- Excellent reading comprehension
- Demonstrated leadership capabilities
- Willingness and ability to make the time commitment required and be accountable for results
- Honesty and integrity
- Big-picture mindset; ability to think strategically, creatively and with a future-focused perspective
- Interpersonal skills: ability to listen, be open-minded, respectful and articulate
- Analytical skills: ability to evaluate data and exercise sound judgment
- Teamwork skills: ability to work effectively with and through others
- Responsiveness
- Not certified by IBHRE

NOTE: Refer to IBHRE Bylaws for additional information.

IBHRE Committee and Task Force Chair Job Description

<u>Term of Office</u>	As appointed to carry-out the committee or task force's charge
<u>Method of Appointment</u>	The Chair shall be appointed by the Board, who shall consult with the President and the Executive Director.
<u>Accountability</u>	Report to entity designated in committee or task force charge Key relationships: Staff liaison(s), Board liaison, chairs of entities designated in the committee or task force charge
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To work with staff liaison(s) to ensure group effectiveness and volunteer engagement.
<u>Responsibilities</u>	<ul style="list-style-type: none">• Be informed about IBHRE's Strategic Plan, annual organizational priorities and the charge of the committee or task force• Work collaboratively with staff liaison(s) in an iterative process to:<ul style="list-style-type: none">○ Establish annual objectives, work plans, timelines and budgets, in alignment with the Strategic Plan, Board's priorities and the formal charge○ Monitor activities, budget, and deadlines to ensure timely completion of high quality, cost effective work products○ Ensure members' compliance with IBHRE's financial and conflict of interest policies, including regularly reviewing members' disclosures and planning appropriately○ Schedule meetings○ Develop meeting agendas

- Prepare for meeting dynamics, especially complex or controversial issues
- Report activities and recommendations to the appropriate entity or entities, as designated in the charge.
- Drive leadership development and succession planning
 - Collaborate with staff liaison(s) to orient new members to the role and responsibilities outlined in the charge
 - Set and communicated expectations about volunteer performance
 - Set challenges and delegate tasks to members and encourage quality participation
 - Monitor members' participation and work collaboratively with the staff liaison(s) and the Board liaison(s) to mentor volunteers
 - Coach underperforming members, and when necessary, recommend removal to the Executive Committee
 - Identify and nurture high-potential members, including the Vice Chair (if applicable), and emerging leaders
 - Consult on future assignments and volunteer succession planning at the request of the Committee
 - Consult with the Board President on the Appointment of the Vice Chair (as applicable)
- Preside over meetings and teleconferences
- Foster an environment that encourages innovative thinking
- Respond to email notifications and solicitations in a timely manner
- Maintain the confidentiality of deliberations and materials
- Approve final work products and formal communications

Decision Making Authority

- Convene meetings

- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate
- Approve final work products and formal communications
- Make recommendations on work processes and volunteer assignments

Qualifications

- Demonstrated effectiveness on IBHRE committees or task forces
- Demonstrated leadership capabilities
- Expertise or demonstrated interest in the area of the committee's or task force's charge
- Willingness and ability to make the time commitment required, and be accountable for results
- Responsiveness

IBHRE Committee and Task Force Member Job Description

(Test Writing Committee/Review & Appeals Committee/Finance Committee/Task Force)

<u>Term of Office</u>	For committees typically two to three years with reappointment for consecutive terms. For task forces generally one-year to carry-out specific charge.
<u>Method of Appointment</u>	Members shall be appointed by the Board, in consultation with the President, Committee Chair and Executive Director.
<u>Accountability</u>	Report to: Committee or Task Force Chair Key relationships: other members, staff liaison(s)
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To work in partnership with the chair and staff liaison to fulfill the charge of the reporting entity (committee or task force).
<u>Responsibilities</u>	<ul style="list-style-type: none">• Be informed about the IBHRE's Strategic Plan, annual priorities and charge of the reporting entity.• Be informed about the annual objectives, work plan and timeline for the committee's or task force's activities• Work collaboratively with the chair and staff to achieve the reporting entity's goals and objectives• Participate actively and constructively in all meetings, including contributing to committee or task force deliberations by being familiar with distributed materials• Respond to email notifications and solicitations in a timely manner• Maintain the confidentiality of deliberations and materials• Contribute to the timely completion of products and deliverables, including meeting deadlines• Volunteer for special assignments when able

- Comply with the IBHRE’s conflict of interest and code of conduct policies, including:
 - Complete the IBHRE’s disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require
 - Comply with the Chair’s request to self-recuse from participating in discussions, meetings/calls and/or voting as appropriate
 - Sign the IBHRE’s *Volunteer Code of Conduct*
- Comply with the IBHRE’s travel and expense reimbursement policies

Decision Making Authority

- Vote on matters brought before the committee or task force at the Chair’s discretion
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion

Qualifications

- Expertise or demonstrated interest in the area of the committee or task force’s charge
- Willingness and ability to make the time commitment required, and be accountable for results
- Responsiveness

IBHRE Ambassador Job Description

Term of Office

As appointed.

Method of Appointment

Ambassadors shall be elected by the IBHRE Board of Directors

Accountability

Report to: Executive Director and Board of Directors

Staff liaison: Executive Director and key relationships, Executive Director and Board President

Strategic Plan Alignment

IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.

Purpose

To advocate for IBHRE certification and to represent the IBHRE's interest with designated external organizations.

Responsibilities

- Be informed about the IBHRE's Strategic Plan, Board policies and annual priorities
- Serve as the IBHRE's official representative and spokesperson within approved boundaries, including:
 - Discuss and obtain approval from the designated staff liaison prior to presenting an IBHRE position to an external group
 - Keep all IBHRE materials confidential until the IBHRE has issued a public statement
 - Refer high stakes requests from external representatives to the appropriate committee staff liaison
- Comply with the IBHRE's conflict of interest and code of conduct policies, including:
- Complete the IBHRE's disclosure form, and proactively update personal disclosure information whenever material changes in circumstances require
- Sign the IBHRE's *Volunteer Code of Conduct*
- Include appropriate IBHRE staff on all committee-related communications, including new topics that will require IBHRE input or resources
- Report external activities and discussions to the staff liaison, Chair or Board as appropriate
- Actively promote the IBHRE and support its staff
- Perform other duties as directed by the Board

Decision Making Authority

- Make recommendations to committee chairs, committee staff liaisons or the Board
- Self-disclose and self-recuse from any discussion on which a conflict of interest exists

Limitations

Ambassadors are strictly prohibited from advocating on behalf of any company or any other entity with which they have a financial relationship. Ambassadors are explicitly required to identify any such conflict of interest at the beginning of all related discussions.

Ambassadors are not authorized to enter into binding agreements with external organizations on behalf of IBHRE.

Estimated Time Commitment As scheduled.

Qualifications

Professional

- Demonstrated leadership capabilities
- Professional reputation and credibility.
- Knowledge of IBHRE certification.
- Ability to communicate IBHRE certification effectively.
- Ability to work with the Executive Director and staff.
- Be understanding and supportive of IBHRE's interests
- Expertise or demonstrated interest in the area being represented
- Responsiveness

Personal

- Honesty and integrity
- Willingness and ability to make the time commitment required, and be accountable for results
- Interpersonal skills: ability to listen, be open-minded, respectful and articulate
- Analytical skills: ability to evaluate data and exercise sound judgment
- Teamwork skills: ability to work effectively with and through others
- Strong work ethic

IBHRE Ambassador Chair Job Description

<u>Term of Office</u>	As appointed to carry-out the ambassador charge
<u>Method of Appointment</u>	The Chair shall be appointed by the Board, who shall consult with the President and the Executive Director.
<u>Accountability</u>	Report to entity designated in ambassador charge Key relationships: Staff liaison(s), Board liaison
<u>Strategic Plan Alignment</u>	IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.
<u>Purpose</u>	To work with staff liaison(s) to ensure group and program effectiveness and volunteer engagement.
<u>Responsibilities</u>	<ul style="list-style-type: none">• Be informed about IBHRE’s Strategic Plan, annual organizational priorities and the charge of the committee, task force, or ambassador group• Work collaboratively with staff liaison(s) in an iterative process to:<ul style="list-style-type: none">○ Establish annual objectives, work plans, timelines and budgets, in alignment with the Strategic Plan, Board’s priorities and the formal charge○ Monitor activities, budget, and deadlines to ensure timely completion of projects○ Ensure members’ compliance with IBHRE’s financial and conflict of interest policies, including regularly reviewing members’ disclosures and planning appropriately○ Schedule meetings as needed○ Develop meeting agendas○ Prepare for meeting dynamics, especially complex or controversial issues

- Report activities and recommendations to the appropriate entity or entities, as designated in the charge.
- Drive leadership development and succession planning
 - Collaborate with staff liaison(s) to orient new members to the role and responsibilities outlined in the charge
 - Set and communicated expectations about volunteer performance
 - Set challenges and delegate tasks to members and encourage quality participation
 - Monitor members' participation and work collaboratively with the staff liaison(s) and the Board liaison(s) to mentor volunteers
 - Coach underperforming members, and when necessary, recommend removal to the Board of Directors
 - Identify and nurture high-potential members and emerging leaders
 - Consult on future assignments and volunteer succession planning at the request of the Board
- Preside over meetings and teleconferences
- Foster an environment that encourages innovative thinking
- Respond to email notifications and solicitations in a timely manner
- Maintain the confidentiality of deliberations and materials
- Approve final work products and formal communications

Decision Making Authority

- Convene meetings
- Disclose actual or potential conflicts, and refrain from voting on issues related to the conflict, which may require leaving the meeting for the duration of that discussion
- Enforce conflict of interest policies, including requiring members' recusal from participating in discussions, meetings/calls and/or voting as appropriate

- Approve final products and formal communications
- Make recommendations on work processes and volunteer assignments

Qualifications

- Demonstrated effectiveness as an IBHRE ambassador
- Demonstrated leadership capabilities
- Expertise or demonstrated interest and participation in the area of the ambassador's charge
- Willingness and ability to make the time commitment required, and be accountable for results
- Responsiveness

APPENDICES

Strategic Plan

(Fiscal Years 2017, 2018, and 2019)

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The IBHRE Strategic Plan

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IBHRE OVERVIEW and BACKGROUND

IBHRE Overview

Since its inception, the **International Board of Heart Rhythm Examiners (IBHRE)** has placed significant emphasis on the **academic professionalism** and competency of standards of physician and allied healthcare practitioners. Accordingly, the organization has established a solid reputation and is widely regarded as an **international model for competency testing in cardiac rhythm device therapy and cardiac electrophysiology**.

Electrophysiology (EP) and cardiac rhythm device therapy is an expanding subspecialty involving a diverse range of practicing professionals: physicians, nurses, clinical specialists, technologists, physiologists, engineers and scientists. There are targeted educational and competency pathways for physicians, however for the non-physician groups, these educational pathways are varied and remain unique to the individual discipline.

As a **leader in heart rhythm certification**, IBHRE must uphold its reputation and find ways to not only perform well, but effectively engage in planning of the envisioned future through goal-setting and program development by way of:

- *Achieving Impact:* Making progress toward the organization's goals and delivering measurable results and outcomes
- *Setting the Agenda:* Defining the organization's vision, mission, specific goals and strategies, leadership structure, and overall approach to its work
- *Managing Operations:* Monitoring internal/external processes and effectively managing the organization's human and financial resources

Background

Established in 1985 as NASPEXAM, IBHRE® was the first testing organization founded to **raise the level of professionalism and academic credibility** in cardiac rhythm device therapy and EP. IBHRE offers the following unique certification programs for physicians and allied professionals designed to demonstrate competency in the worldwide practice of heart rhythm management:

- Certified Cardiac Device Specialist (CCDS)

- Certified Electrophysiology Specialist (CEPS)
- Certified Electrophysiology Specialist – Adult Cardiology (CEPS-AC)
- Certified Electrophysiology Specialist – Pediatric Cardiology (CEPS-PC)

Successful completion of an IBHRE examination certifies that a practitioner has the minimum core knowledge in their respective sub-specialty. Achieving and maintaining IBHRE Certification is validation of a practitioner’s **clinical and technical knowledge** in essential areas of practice; **affirmation of a practitioner’s ability** to interpret and understand interventions and therapies administered to patients; and a **measure of the critical competencies** essential for safe, optimal care in the management of arrhythmias.

IBHRE has long recognized that **global standardization of knowledge** is critical for the advancement of the heart rhythm profession. IBHRE validates this position through a diverse body of international subject matter experts, the delivery of foreign language examinations, and through representation of its international certified professional-base. More than 9,000 individuals around the world have successfully passed IBHRE exams.

THE IBHRE STRATEGIC PLAN

IBHRE's **Strategic Plan** is an evolving document generally with a three year life span. The Board's vision and the financial state of the organization may determine what strategic goals take precedence. The strategic plan addresses IBHRE's core values, its desired future, assumptions and opportunities. This document provides a platform to continually improve the organization through the Board's annual identification of strategic priorities, an understanding of the organization's weaknesses and a clear vision of where the organization is headed.

IBHRE'S CORE IDEOLOGY & ENVISIONED FUTURE

The core ideology describes IBHRE's consistent identity that transcends all changes related to its relevant environment. It consists of two elements — **core purpose** — IBHRE's reason for being — and **core values** — essential and enduring principles that guide the organization. **Envisioned future** conveys a concrete yet unrealized vision for IBHRE. It consists of a **bold goal** — a clear and compelling catalyst that serves as a focal point for effort — and a **vivid description** — vibrant and engaging descriptions of what it will be like to achieve the bold goal.

Mission

To increase the heart rhythm professional's knowledge in order to improve the quality of care delivered to our patients.

Founding Purpose

To **design examinations** for the fields of cardiac rhythm device therapy and cardiac electrophysiology; to **administer examinations** to members of healthcare professions for the purpose of **measuring their skills** in the area of cardiac rhythm device therapy and EP; and to encourage **continuing competency** through education, career enhancement, and professional development.

Core Organizational Values

- **Excellence**: Reach beyond the norm to conserve the organization's gold standard of excellence in heart rhythm certification; and maintain fairness and integrity in the development, administration and promotion of the certification programs.
- **Visionary Leadership**: Secure strategically robust leaders to guide and protect the organization's interests.
- **Professionalism**: Uphold the highest standards of professionalism; demonstrate transparency and respond effectively to meet the needs of certified professionals, leaders, partners and the public.
- **Continuing Competency**: Encourage continuing competency of the profession through examinations, education and professional development.
- **Collaboration**: Maintain our position of credibility through partner recognition, strategic alliances, and endorsement of the certification programs.
- **Diversity**: Foster development of a diverse community of highly skilled heart rhythm professionals and work to advance heart rhythm management as a global multidisciplinary standard.

Vision

To become the **global leader** in heart rhythm certification

Bold Goal

The **preeminent leader** in heart rhythm certification

Envisioned Future

The following summarizes the aspirations of IBHRE:

IBHRE is the preeminent leader and go-to organization for **standardization and excellence** in heart rhythm certification. IBHRE certification is a **required assessment** for all physicians and allied healthcare

professionals involved in the management, treatment and care of patients who suffer from heart rhythm disorders. In the US the IBHRE certification is **mandated** by federal, state and local medical regulatory agencies.

Outside of the US, IBHRE is contracted with all **healthcare ministry authorities** to administer the certification program. Certified professionals benefit from meeting **regulatory requirements, employer recognition, procedural privileges, increased pay and career advances**. IBHRE supports advancement of the profession through **continuing competency, employer/career resources, education programs, active patient networks and strong partnership alliances**. IBHRE strives to forecast and stay on the cutting-edge of the profession by maintaining an **evolving and content-rich** certification program. US and international employers, patients and their healthcare providers refer to IBHRE as a **credible source** for information on critical tasks associated with heart rhythm management, core competencies required of the heart rhythm specialist, and verification of required credentials. Funding is steady as government grants and organizations **world-wide support** the program to confirm its existence for a rapidly growing industry of heart rhythm specialists. Leadership in the organization is **strategically robust** with the expertise, experience and qualities needed to capitalize on the **organization's strengths and opportunities**; and cultivate its weaknesses and threats. As a result of IBHRE's efforts, studies validate that IBHRE certified health-care specialists have **incomparable outcomes** next to non-certifieds in similar specialties. The **scope of knowledge** and **quality of care** associated with IBHRE professionals' results in a **lower number of deaths** and the **decreased suffering** of patients with heart rhythm disorders.

ASSETS, LONG-TERM ORGANIZATIONAL GOALS,

TRENDS & ASSUMPTIONS

Assets

- **Our People** – diverse pool of world renowned experts in cardiac rhythm device therapy and EP
- **Our Content** – validated – robust – a global standard
- **Our Reputation** – credible – established – exceptional
- **Our Impact** – the international platform for heart rhythm certification

Long-Term Organizational Goals

- Maximize opportunities to align with strategic goals
- Maintain a financially sound organization.
- Grow examinee base by a minimum of 3% per year
- Reach an overall recertification rate of 80% per year
- Achieve an overall 85% participation rate in Verification of Continuing Education (VCE)
- Maintain at minimum one year of operating expenses in reserves
- Generate non-exam revenue of a minimum of \$50,000 per year
- Recognition by licensure boards/agencies of IBHRE certifications

External Assumptions

- Importance of qualified heart rhythm professionals in the healthcare system will evolve
- Certification and education process will improve practice, patient safety and outcomes (Market Research Task Force to address this point has been aborted.)
- Allied professional environment is growing
- Internationally the profession is expected to grow
- The funding environment to support professional development programs is under pressure
- New funding opportunities for IBHRE exist
- Stakeholders lack an understanding of the value of IBHRE certification

- Item writers and other content experts will continue to enhance their unique knowledge and skillset

Internal Assumptions

- IBHRE will engage cost savings strategies
- Operational and personnel costs will increase due to inflation
- Revenues may remain steady (as projected) only if the EP exams for allied professionals and physicians continue to grow
- Vendor costs will be minimized
- Staff must implement new and innovative marketing strategies

Strengths, Weaknesses, Opportunities and Threats

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> ➤ Overall strength as an organization ➤ Positive branding ➤ Trust and respect ➤ Breadth of knowledge ➤ Certification growth ➤ Number of years in business (31 years) ➤ Link to HRS 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> ➤ Lack of clear organizational priorities ➤ Limited staffing ➤ Lack of European partners ➤ Cost of exam may restrict access ➤ Unclear goals for knowledge transition platforms ➤ Limited number of volunteer content experts for developing new products ➤ Limited resources available to the international heart rhythm organizations
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> ➤ More innovation ➤ Engage in transition and rethinking ➤ Develop new programs and services ➤ Broaden US and international engagement ➤ Align programs, personnel and budget with priorities ➤ Promote EP physician exam acceptance through appropriate channels and organizations as an equivalent to ABIM certification ➤ Expand continuing education programs ➤ Expand exams (arrhythmia interpretation, pharmacology, imaging) ➤ Obtain patient recognition of IBHRE mission ➤ Seek regulatory bodies/mandate of certification ➤ Development of web-based education curriculum to align with IBHRE content outlines ➤ Implement new marketing strategies ➤ Target nurses and other allied professionals in promotional efforts 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> ➤ Competing exams at lower costs ➤ Lack of buy-in from programs for IBHRE EP certification for physicians ➤ Inactivity and lack of responsiveness from leaders may erode leadership ➤ Minimal knowledge by leadership of program operations ➤ Exam security in other countries ➤ Economy

STRATEGIC GOALS (Fiscal Years 2017-2019)

Leadership and Excellence: IBHRE will position itself as the leading certification organization for heart rhythm professionals and reach beyond the norm to conserve the organization's gold standard of excellence in heart rhythm certification.

Governance: IBHRE Board of Directors

Objectives:

- Maintain IBHRE's standing of excellence and global position as a leader in cardiac rhythm device therapy and EP certification.
- Ensure IBHRE exam content remains cutting-edge, relevant, and reflective of best practice and global standards.
- Enhance IBHRE's value and presence in labs, clinics and industry organizations through education, research, and leadership.
- Seek requirements for National Commission for Certifying Agencies (NCCA) accreditation.
- Comply with and renew American National Standards Institute accreditation.

Organizational Structure and Governance: IBHRE will ensure its structure, operations and governance model support the growth and administration of its programs.

Governance: IBHRE Board of Directors

Objectives:

- Maintain an effective staff and governance structure to oversee IBHRE operations.
- Continue to improve operations to maintain fairness and integrity in the development, administration and promotion of the certification program.
- Cultivate new IBHRE representatives into IBHRE leadership and governance processes.

Brand Image and Identity: IBHRE will reinforce its brand identity as the global leader in heart rhythm certification.

Governance: Ambassadors

Objectives:

- Promote the value of IBHRE certification.
- Utilize the website and social media platforms as educational and promotional tools.
- Offer IBHRE Day to recognize the unique knowledge and skillset of IBHRE certified professionals.
- Introduce new marketing strategies for IBHRE certification with a focus on allied professionals.
- Enhance awareness of IBHRE certification to patient groups.
- Increase awareness of IBHRE exams to international audiences.
- Broaden visibility as an accredited certification entity.

Strategic Alliances: IBHRE will foster relationships and encourage collaboration through recognition of affiliate programs, partnerships and strategic alliances.

Governance: IBHRE Board of Directors, Ambassadors

Objectives:

- Continue to strengthen the relationship with the Japanese Heart Rhythm Society and improve collaboration to deliver the CCDS certification exam and VCE process.
- Continue to strengthen relationships with international heart rhythm organizations.
- Advance collaboration and marketing efforts with the Heart Rhythm Society.
- Utilize IBHRE Ambassadors for support in collaborating with other organizations.

Knowledge Creation and Dissemination: IBHRE will encourage continuing competency of the profession through examinations, education and professional development.

Governance: IBHRE Board of Directors, IBHRE Ambassadors, Item Writing Committees

Objectives:

- Develop and launch a review course for the CCDS certification exam.
- Utilize social media as an educational tool.
- Offer the IBHRE Scholarship Program to allied professionals.

Fiscal Management: IBHRE will manage financial resources, revenues, reserves and investment policies responsibly to advance its strategic goals.

Governance: IBHRE Board of Directors

Objectives:

- Maintain cost-savings test development packages to reinforce long-term savings for the organization.
- Identify and explore new revenue streams.
- Budget fiscal year programs conservatively to meet year-end projections.
- Maintain at minimum one-year of operational costs in long-term reserves.

International Board of Heart Rhythm Examiners

1325 G Street, NW, Suite 400

Washington, DC 20005, USA

Phone: 202-464-3400

Fax: 202-464-3401

Email: info@ibhre.org

Website: www.ibhre.org

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