



**ARIZONA RURAL
WOMEN'S
HEALTH NETWORK
OPERATING PROCEDURES**

Arizona Rural Women's Health Network Operating Procedures

Mission Statement

To build our network partners' capacity to cultivate and promote policies, practices and services that improve the health of women in rural Arizona.

Vision

Women in rural Arizona will experience optimal health and wellness.

Focus Areas

Our focus areas for Arizona's rural and underserved women:

- Assess health and wellness needs
- Increase awareness and advocacy
- Gather and disseminate information on resources and services
- Provide networking and collaboration opportunities
- Implementation of a sexual violence curriculum, providing technical assistance, training, resources and education
- Resources, training and education around the importance of Preconception Health

Article I: Organization Name

The name of this Organization shall be the **Arizona Rural Women's Health Network**, hereinafter referred to as the **AzRWHN**, or the **Network**.

Background and Purpose:

The Arizona Rural Health Women's Network (AzRWHN) is a collaborative statewide network targeting healthcare professionals. The *purpose* of the Network is to address health concerns and disparities that face rural women and their families; specifically to improve access to health services, increase information and address gaps regarding health and wellness resources and services necessary to decrease rates of preventable diseases, health issues and illnesses affecting rural women

Article II: Membership

Membership should be comprised of the following organizations and stakeholders:

- Rural community health centers
- Health Education Center(s)
- The fiscal agent or organization responsible for grant funds
- The Primary Care Association
- The Arizona Department of Health Services
- Non-profit providers
- Programs addressing health disparities in rural areas

Section 1: Becoming a Network Member

In order to join AzRWHN as a Network Member, the entity or organization's representative(s) must:

- Embrace the mission, vision and goals of the Network
- Believe in the need to improve and coordinate health outcomes for rural Arizona's underserved women.
- Demonstrate a commitment to promote women's health and to improve access to health services and resources in rural communities
- Have experience and understanding of rural health issues
- Willing to be a collaborative partner to advance the mission and goals of AzRWHN
- Be willing and able to attend quarterly face-to-face meetings, monthly committee meetings in-person or via teleconference, and/or Network activities

The process for membership application is as follows:

- An interested entity or organization completes the membership application and emails it to the Director for processing.
- The nomination is shared with the Network Leadership Team and becomes an agenda item for the next Network call or meeting.

- The Network votes to approve or deny membership at next meeting. This determination will be made by majority vote.
- The Network Director notifies the nominated organization regarding approval or denial of membership and provides additional appropriate information.

The collective of member organizations shall be referred to as the Network.

Section 2: Network Member Roles and Responsibilities

- Attend and actively participate in at least 50% of in-person meetings and at least 75% of conference calls (yearly), and in other planned Network activities.
- Effectively disseminate Network information to local communities.
- Openly share lessons learned from other regional experiences.
- Identify local community strengths and critical issues that could be addressed by the Network.
- Deliberate on identified issues and provide recommendations to the Chair, Vice-Chair and Network Director.
- Volunteer to work on committees
- Vote annually for Leadership Team Members and other actions required by the Network.
- Update the Network of changes in representation and contact information for each of their identified representatives.
- Members may appoint alternate representatives oriented to the Network's operations, mission and vision.

Section 3: Network Membership Expectations

- Be on time
- Respect each other's opinions

- Listen actively
- Debate differences of opinion calmly,
- Honor privacy, confidentiality
- Be open to opinions of others rather than being judgmental
- Keep conversations open to the whole group
- Take responsibility for actions
- Leave cell phones and computers out of the meeting
- Respectful communication includes neutral body language and tone

(Adapted from Facilitation at a Glance! by Ingrid Bens, M. Ed.)

Article III: Leadership

The Operations of the Network will be guided and overseen by a Leadership Team comprised of the following Network Members: Two (2) Officers: Chair, Vice-Chair, and at least three (3-5) At-Large members approved by a majority vote. The Leadership Team is the steward of the Arizona Rural Women's Health Network. They work collaboratively to achieve the Network's vision and mission, and fulfill responsibilities and obligations to its members, community stakeholders and funders. The Leadership Team ensures decisions are made ethically and reflect the values, views and interests of all Network Members and their communities.

Section 1: Elected Officers and Their Duties

- **Chair**
 - Schedule all meetings and plan meeting agendas, with open input from the Network Director and Network Members
 - Attend and chair Network and Leadership Team meetings
 - Facilitate monthly meetings with Network, Leadership Team and Network Director
 - Build consensus in the Leadership Team to assist with decision making
 - Promote open communication between Network members, the Leadership Team, and the Network Director
 - Guide the Network in creating and implementing the strategic plan
 - Ensure the Network is accountable to member organizations and funders through adherence to operating procedures and sound fiscal policies
 - Help identify emerging themes, concerns, and needs from the Network and their local communities
 - Provides support and guidance to Network Director
 - Act as the Network's primary liaison with the Network Director to advance Network interests
 - Sign correspondence and other official documents as the Network Chair
 - Participate in providing support and review of yearly performance for Network Director and Network members (perhaps a 360 degree evaluation)

- Know and model the Network operational procedures
 - Provide leadership to the Network that increases understanding and maintains transparency of Network processes, guiding principles, decisions and activities
 - Facilitate the nomination and election process of the Leadership Team
 - Act as a mentor to Chair's successor for leadership transition
- **Vice-Chair**
 - Assist Chair in scheduling meetings and planning meeting agendas with open input from Network members and Network Director
 - Assume the duties of the Chair in his/her absence
 - Review and monitor financial reports regarding the AzRWHN
 - Motivate, encourage and facilitate communication between Network members
 - Know the Network operational procedures
 - Provide leadership to the Network that increases understanding and maintains transparency of Network processes, guiding principles, decisions and activities
 - Facilitate the nomination and election process of the Leadership Team
 - Together with the Chair, act as the Network's primary liaison with the Network Director
 - Though not required, the Vice-Chair is encouraged to seek the office of Chair
- **At-Large Members**
 - At least three (3) At-large members and no more than five (5) will join the Leadership Team
 - Will attend regular (at least monthly) meetings of the Leadership Team
 - At- Large members will act as spokespeople for the Network and conduits for general members to motivate, encourage and facilitate communication with the Network and the Leadership Team
 - Chair one of the Network's committees or working groups and report regularly on progress
 - Know and model the Network operating procedures
 - Provide leadership to the Network that increases understanding and maintains transparency of Network processes, guiding principles, decisions and activities
 - Support Network in implementing strategic plan and accountability

Section 2: Nomination of Leadership Team officers

- Nominations for any open leadership position will be accepted when a vacancy occurs and when a call for election is in order. Nominations will be accepted prior to a meeting in which the election of officer(s) and At-Large members are to occur. Nominations shall be accepted via mail, email or online (if a specific document is created for this process)

- Leadership Team officers and At-Large members who are active members of the Network may pursue election (unless there is a clear conflict of interest to do so), and all Members of the Network are expected to participate in the election process.
- Nominees may self-nominate by submitting a membership application
- Employees of fiscal agencies overseeing grants or contracts may not seek election as a Leadership Team officer to avoid any conflict of interest as the grantee and lead organization; however, the fiscal agency should be included as needed for fiscal decision making with the Leadership Team
- Network Members or representatives with an actual conflict of interest shall make this public and shall not seek election to the Leadership Team
- Nomination will take place in April or a month prior to the spring face to face meeting of each year.

Network staff should have a slate ready a month prior to the vote and share with the full network.

Section 3: Election of Leadership Team officers

- Elections shall be held annually in May or during the spring face to face meeting after nominations and letters of interest are received and made available to the Leadership Team and Network members. The Network can choose to use email only or an online document for the full voting process (e.g. survey monkey, google docs or something similar).
- Absentee votes, if needed, will be received via mail, email or online prior to the Network election meeting.
- Officers will be elected by a simple majority vote of the Network members.
- Election results shall be recorded in the minutes. If the election is held online and not during a face to face meeting then the results should be announced and recorded in the next in person meeting minutes.
- New Leadership Team officers shall assume their roles and responsibilities with the installation of the Chair and Vice-Chair positions as of August 1 of each year.

Section 4: Terms of office for Leadership Team

The terms of office for the Chair and Vice-Chair are a staggered one year term based on date elected. Officers are eligible for re-election for up to two additional terms. Leadership Team members serve a one year term, with the exception of the Chair and Vice-Chair. The start dates for both the Chair and Vice-Chair begin in August of each calendar year (the same as all other Leadership Team members) however the Chair would begin phasing out their position between the months of August to September while mentoring the new Chair. The Vice-Chair is generally expected to seek the Chair position, therefore this office will phase out their term over a four month period mentoring the new

Vice-Chair while being mentored into the Chair position. If the Vice-Chair is not elected into the Chair position, a two-month mentor phase for the incoming Vice-Chair shall be expected.

Section 5: Removal from office of Leadership Team

When an officer of the Leadership Team can no longer fulfill his/her responsibilities, a written letter of resignation may be submitted by the Leadership Team officer and will be accepted by the Network. Additionally, an officer of the Leadership Team may be removed from office by a 2/3 majority vote of the Network Members.

Article IV: Staff Support

The Network Director, an employee of Arizona Alliance for Community Health Centers (AACHC), is the lead staff member for the AzRWHN. The Network Director serves the Network to ensure growth and sustainability. In addition to the essential functions of the position outlined in the position's job description, the Network Director is responsible for the following:

- Provide leadership for the structural development of the Network according to the grant application scope of work
- Work closely with the Leadership Team to develop and implement the strategic plan, while conducting regular and effective meetings with membership team.
- Work with committees to implement activities towards goals and objectives and provides information and monthly reports to Leadership Team, communicates regularly and shares resources of the Network
- Implement and administer any grant or fundraising agreements of the Network
- Provide capacity building, training, and development opportunities to the Network to achieve its mission and goals
- Promote collaboration and cohesion with Network members to develop and finalize deliverables as project outcomes
- Assure distribution of meeting minutes and other official documents to the Network
- Maintain official records for the Network
- Represent the Network to organizations and other associations
- Assist in developing fundraising events, sustainability and revenue streams

To ensure fair representation of Network member needs in the Network Director hiring process, the following steps will be taken should the Network Director position become vacant:

- Network Chair and Network Director Supervisor (AACHC employee) will be jointly responsible for convening a hiring committee to consist of AACHC representation, Network Chair, Vice-Chair, and 2 additional network members.
- AACHC will be responsible for posting job opportunity.

- Hiring committee members will be responsible for rating candidates based on an established rubric related to desired Network Director competencies and experience. Hiring committee members will be responsible for developing series of questions to be used in interviews.
- AACHC will be responsible for scheduling interviews, including coordination of appropriate dates with both candidates and staff.
- Committee members will attend interviews and provide written feedback to Network Chair and Network Director Supervisor using AACHC interview evaluation form, complying with all applicable Human Resource laws.
- Hiring decision will be made jointly by hiring committee, including discussion of appropriate compensation.

Article V: Decision Making Process

Section 1: Decisions made by majority

The AzRWHN uses a majority voting process to reach agreements in Network meetings and business decisions.

The following guidelines are necessary for this decision-making process:

- All Network members representatives respectful and considerate one another.
- The Network relies upon information, articulation, and clarification in order to reach an agreement.
- Each Network member representative provides their perspective(s), puts forward information, pros/cons, ideas, feelings and listens carefully to what others have to say.
- The Network encourages all members to share all viewpoints.
- Viewpoints are discussed in an environment of respect and mutual accommodation.
- The Director serves as the meeting facilitator keeping the discussion on track.
- If the facilitator wishes to take a stand on an issue, he/she must step down and hand off the task of facilitating.
- A 2/3 vote of Network members is needed for voting purposes.

Majority voting

Each member agency/entity has one vote. If there are more than one representative from an agency/entity, then in the majority methods the possible votes are Yes, No, and Abstain. A No vote is not a veto, it is simply a negative vote. A No vote may be accompanied by a justification, but that is not required.

The Network uses this following method of majority voting:

- **Two-Thirds Majority** — There are at least twice as many Yes votes as No votes, and at least three Yes votes or else unanimity if there are fewer than three eligible voters.
- **Proxy Vote** – Proxy voting will be allowed when a member agency/entity provides in writing, fax or via email stating who has authorization to vote on their behalf.

Article VI: Meetings

Section 1: Regular Meetings

The AzRWHN shall convene regular committee meetings (for those committees that are active) and a minimum of quarterly face-to-face network meetings. General guidelines for the meetings are as follows:

- Network Members shall receive notification not less than seven (7) days prior to each regular meeting.
- Network Members shall receive a written agenda seven (7) days prior to each regular meeting.
- A yearly calendar will be provided to Network members.
- Network members unable to travel to the quarterly face-to-face meetings may attend these meetings electronically via teleconference, if available.
- Minutes shall be kept of every meeting and copies shall be distributed prior to subsequent meetings.
- Minutes shall document location of the meeting, attendance, agenda items discussed, a summary of discussions, actions to be taken, necessary follow-up, and the duration of the meeting.
- Minutes shall serve as documentation of the Network's activities and business, and shall be reviewed and approved at the next meeting.

Section 2: Leadership Team Meetings

Leadership Team meetings shall be held monthly via conference call. The Leadership Team will provide input for their meeting agenda and the quarterly face-to-face meetings for the Network.

Section 3: Special Meetings

Special meetings may be scheduled by the Chair and/or Vice-Chair as circumstances dictate. Notification of special meetings shall be made given the circumstances and time constraints. General guidelines for regular meetings shall apply to special meetings.

Article VII: Committees

Committees may be added or eliminated based on programmatic need or strategic goals of the Network. Committees consist of at least three (3) different Network Members representatives and will address specific issues and concerns of the Network. Examples of potential committees are:

- **Membership** – The charge of this committee may be to explore strategies to expand the Membership of the Network.
- **Communication/Marketing** – This committee may work to identify, develop and implement effective communication strategies to promote the AzRWHN.
- **Policy/Procedures/Operations/Evaluation** – The charge of this committee might be to coordinate and/or draft language for and facilitate the review and revision process of the policies, processes, and operating procedures of the AzRWHN.
- **Business Plan Development** – The task of this committee might be to research and explore the development of financial and in-kind resources for Network activities. In addition, the committee may research possible grant and other funding opportunities relevant to the Network’s mission.
- **Program Services and Community Involvement**–The charge of this committee might be to research and explore strategies to introduce new programming into rural communities and perhaps include new community stakeholders in the Network.
- **Advocacy**- committee is tasked with influencing policy and raising awareness of rural women’s health concerns in Arizona.
- **Annual Meeting Event Planning** - The charge of this committee might be to plan the Annual Meeting or other special events.

Committees report to the Network Leadership who then makes recommendations to the Network. As with other decisions, implementation of recommendations as well as associated budget recommendations requires consensus of the Network members.

Article IX: Fiscal Agent

Financial management responsibilities for the HRSA Rural Health Network Development Grant shall rest with Canyonlands Healthcare, the grant recipient (grantee) and lead organization. Canyonlands reports to their Board of Directors and is ultimately responsible to that governing body for network involvement. Copies of the quarterly financial reports regarding the grant shall be provided to the Leadership Team by Canyonlands.

Article X: Amendments

These Operating Procedures may be amended by the Network members. Proposed amendments may be submitted in writing to the Chair anytime. Proposed amendments will be distributed to the full Network. Changes to the Operating Procedures must be voted on by the Network members and pass with a two-thirds majority vote.