



**2016 Handbook for
APIC Candidates for Office**

A HANDBOOK FOR APIC CANDIDATES
TABLE OF CONTENTS

| TOPICS | PAGE |
|--|-------------|
| Introduction | 3 |
| General Qualifications..... | 4 |
| Serving on the APIC Board of Directors | 5 |
| Qualifications and Responsibilities for Directors..... | 6 |
| Qualifications and Responsibilities for Officers..... | 7 |
| President-Elect..... | 7 |
| President..... | 8 |
| Immediate Past President..... | 9 |
| Secretary..... | 9 |
| Treasurer..... | 10 |
| Nominating and Awards Committee | 11 |
| Application for Office..... | 12 |
| Candidate Checklist | 23 |
| Conflict of Interest Policy and Disclosure Statement | 24 |
| Sample Biographical Statement | 30 |
| Candidate Leadership Competency Survey | 31 |
| Strategic Plan 2020..... | 39 |
| 2016 APIC Nominating and Awards Committee Members | 46 |
| Important Reminders/Dates | 47 |

ASSOCIATION FOR PROFESSIONALS IN INFECTION CONTROL AND EPIDEMIOLOGY

A HANDBOOK FOR APIC CANDIDATES

INTRODUCTION

Thank you for your interest in an elected office with APIC. In reading this handbook you are embarking on a new journey in leadership for the premiere professional association in the field of infection prevention and control. From the threat of bioterrorism to the emergence of new infectious diseases, the roles of infection prevention and control have never been more important. While the challenges are numerous, so too are the opportunities to advance the practice, the profession and the association.

This handbook will give you a better understanding of the opportunities for elected office, the roles, responsibilities and commitments of leadership positions and the process associated with election. It is intended as a guide to help you determine how your knowledge, skills and expertise may contribute to the advancement of APIC and the degree to which an elected office would fit with your plans, professional goals and experiences.

Specific requirements, duties, and responsibilities for each office are listed in the section of this handbook referencing that particular position. If, after review of this handbook, you have additional questions, or would like to learn more about serving in an elected position, we encourage you to contact the chairs of the nominating and awards committee.

Each year, the office of president-elect is open. The treasurer is elected in even numbered years. The secretary is elected in odd numbered years. Additionally, positions for at-large directors, and nominating and awards committee members are open. Only APIC members in the "Active Membership" and "Lifetime Membership" categories are eligible to serve on committees, vote and/or hold elected office.

The nominating and awards committee compiles a slate of candidates for APIC elected positions, and works in conjunction with the CBIC nominating committee in developing a slate of candidates for the Certification Board of Infection Control (CBIC). The APIC slate must be approved by the current board of directors before being presented to the membership for election. Candidates for the CBIC Board of Directors are approved by the sole member of CBIC, the APIC Board of Directors, and do not appear on the election ballot. An evaluation and scoring process is used for initial ranking of potential candidates. Candidates are assessed on a combination of professional accomplishments and expertise as well as leadership skills and potential. For your information, the scoring tool is included in this handbook.

ELIGIBILITY OF CANDIDATES

GENERAL QUALIFICATIONS

The APIC Bylaws list the following general requirements for candidates for APIC office:

1. Candidates for APIC office shall be current Active or Lifetime members of APIC. *Please note: This provision does not apply to candidates for external director on the APIC Board of Directors.*
2. Candidates for APIC office shall have been members of APIC for the two (2) years prior to running for office. *Please note: This provision does not apply to candidates for external director on the APIC Board of Directors.*
3. No officer or director may hold local chapter and APIC office simultaneously.
4. No director shall serve consecutive terms in the same capacity.
5. Terms of office shall begin at the first board of directors meeting of the calendar year.
6. At least one year must have been served on the board to run for president-elect.

It is preferred, though not required, that candidates for APIC elected positions be certified in infection control by the Certification Board in Infection Control (CBIC) or a similar entity. This preference does not apply to external directors whose primary role is to bring complimentary expertise and experience in the broader environment of healthcare. Candidates seeking office who have demonstrated leadership experience at the local, national or international level will be given preference.

If reapplying for a position, it is expected that you will update and resubmit your application in order that all of your experiences and qualifications are current. APIC headquarters does not retain applications for this purpose. It is recommended that you keep a copy of your application on file in the event that you decide to reapply for a position at a future date.

SERVING ON THE APIC BOARD OF DIRECTORS

The APIC Board of Directors meets by conference call at least 3 times each year and face-to-face three times per year. Typically, face-to-face meetings take place in January in conjunction with the APIC Leadership Orientation, in the spring in conjunction with the annual conference and in the fall. Conference calls take place the first Monday of the selected month in which they are scheduled. Board members receive a detailed schedule of calls/meeting at the start of each year.

APIC Board members may from time to time also be asked to serve as advisors to committees.

On the following pages, you will find an overview of the duties and qualifications for each elected position including an indication of the time commitment and the support needed to comfortably meet the requirements of the position. Administrative support is helpful, but not required. While most healthcare organizations value leadership in a professional association, it is recommended that you discuss your plans with your employer. The following overviews are brief. More information may be obtained by contacting APIC's Chief Executive Officer.

ROLES AND RESPONSIBILITIES OF DIRECTORS

The term of office for a director is three (3) years with no option to serve a consecutive term in the same capacity. The Board of Directors:

- a. Provides governance and establishes policy.
- b. Assumes legal and fiduciary responsibility for the association.
- c. Assures that activities of the association are consistent with the mission, vision and strategic plan.
- e. Measures accomplishments against strategic goals.
- f. May act as advisors to committees, as assigned.
- g. May act as liaisons to other organizations, as assigned.
- h. Represents APIC at official functions.
- i. Actively identifies, develops and recruits new leaders.
- j. Must disclose conflict of interests by completing and maintaining an annual conflict of interest disclosure statement (See APIC conflict of interest policy and disclosure statement included in this handbook).

QUALIFICATIONS AND RESPONSIBILITIES OF DIRECTORS

Qualifications vary, but expertise in infection prevention and control and/or epidemiology is required except in the case of external directors. (For additional information on the roles and responsibilities of external directors, please see below). Experience in a variety of settings is an asset.

Those seeking election to the APIC Board should have prior leadership experience. Leadership attributes such as strategic thinking, critical thinking, active listening, facilitation skills and the ability to develop consensus are essential to the success of any governing body. The ideal board member appreciates his/her role as a steward for the practice and the profession and the difference between this responsibility and the role of a working infection preventionist.

While adequate preparation by staff and leaders is essential to the success of the governance process, directors are expected to engage in self-directed study, as needed, in order to fully understand issues and assignments.

Strong communications skills are essential. Since directors oversee a public non-profit corporation a foundation in management and basic understanding of finance are helpful skill sets.

Directors must attend board meetings; participate in conference calls, and the annual business meeting.

TIME COMMITMENT

The time commitment of directors varies with assignments from as little as one to two hours per month to approximately two days per month. Directors must be willing to assume additional duties/responsibilities, if necessary, and be able to independently follow through on tasks.

EXTERNAL DIRECTORS

In 2006, the APIC membership approved a bylaws change which added two external director positions to the APIC Board. External directors are drawn from the broader healthcare community and may not be professionally employed in the area of infection prevention and control. External directors are selected for their ability to bring complementary knowledge and skill as well as new relationships that could positively contribute to APIC's development. They are envisioned as individuals who are in a position to influence the course of infection prevention and control, create new stakeholder relationships, and/or bring a more diverse set of skills in business, finance, leadership, and strategy.

External directors have full voting rights and privileges. Though they move through the same nominating and evaluation process as other board candidates, external directors are elected by the membership on an uncontested ballot. Currently, external directors serve two-year terms. External directors may apply for office by submitting a C.V. and letter of interest to the APIC Nominating and Awards Committee. Please note that no application is required for external directors.

QUALIFICATIONS AND RESPONSIBILITIES OF OFFICERS

PRESIDENT-ELECT

The president-elect serves a one-year term, automatically assumes the office of president for one year and remains an additional year on the board as the immediate past president. This three-year commitment is essential to provide continuity in APIC's leadership.

The President-Elect:

- a. Prepares to assume the office of president. This may include self-directed activities to address organizational areas that are unfamiliar
- b. Presides at meetings of the board of directors in the absence of the president
- c. Assumes the office of president should that office become vacant and subsequently fill the office of president for a regular term
- d. Serves as chair of the audit committee
- e. Serves as a member of the executive committee
- f. Serves as a member of the finance committee
- g. Serves as a member of the compensation committee
- h. Serves in an advisor capacity on the annual conference committee

QUALIFICATIONS AND COMMITMENTS

- a. As prescribed in APIC's bylaws, to be eligible, candidates for president-elect must have served at least one year on the board of directors.
- b. All those items listed for president.

TIME COMMITMENT

The president-elect typically spends five to ten hours per week on APIC communications and business.

PRESIDENT

The President:

- a. Collaborates with the CEO to provide optimal leadership for the association
- b. Presides at all board and executive committee meetings as well as the annual business meeting
- c. Serves as an ex-officio member of the compensation, executive and finance committees
- d. Provides leadership for board and executive committee activities
- e. Acts as an official representative and spokesperson for APIC for both internal and external activities

QUALIFICATIONS AND COMMITMENTS

- a. Candidates for president (president-elect) must, above all, have a strong desire to serve the membership, the practice and the profession
- b. Strong leadership, management and communication skills are essential, as well as the ability to delegate, negotiate, manage conflict, and bring groups to consensus
- c. Knowledge of APIC's functions through committee activities and experience is necessary
- d. Basic knowledge of parliamentary procedure is recommended

TIME COMMITMENT

The time commitment is substantial. The president on average spends 10 to 15 hours per week on APIC governance issues. In addition to board meetings, the president may also choose to represent APIC at meetings of other organizations such as CBIC, IPAC-Canada, SHEA and AORN. These organizations meet for several days in the March to June timeframe. Please note, while representation at these meetings is not a requirement of the office, the president typically serves as APIC's primary representative to organizations of this type. Should you choose to attend all of these events, with APIC Board and other events included, you can expect to be out of the office approximately 30 to 35 days during the course of the year. Should you be unable to attend a non-APIC event, the president-elect may be asked to fulfill one or more of these responsibilities. Overseas travel may be required.

IMMEDIATE PAST PRESIDENT

The immediate past president has been described as the “Elder Statesman” of the board of directors and serves as a director with all of the responsibilities of this position as described above. The immediate past president serves on the executive committee and serves as chair of the APIC Board’s Performance Outcomes Governance Committee. Additional duties may be assigned by the president.

SECRETARY

The secretary is elected for a two-year term in odd-numbered years. The secretary:

- a. Oversees the maintenance of board records and ensures their accuracy and safety.
- b. Reviews minutes of board meetings and the annual business meeting prior to their circulation.
- c. Ensures notice of board meetings when such notice is required.
- c. Serves as chair of the policy & bylaws committee.
- d. Serves as an ex officio member of the executive committee.

QUALIFICATIONS/COMMITMENTS:

- a. Attend board and executive committee meetings, conference calls and the annual business meeting.
- b. Average time commitment is concentrated primarily around board meetings and immediately thereafter to review minutes.
- c. Requires attention to detail and good follow-through skills.
- d. Ability to critically review policies, procedures and bylaws.
- e. Ability to facilitate the policy review process.

TIME COMMITMENT

The secretary typically spends several hours a month fulfilling the duties of the office.

TREASURER

The treasurer is elected for a two-year term in even numbered years. The treasurer:

- a. Serves as the financial officer of the organization.
- b. Chairs the finance committee.
- c. Maintains a substantive understanding of the organization's financial condition.
- d. Ensures board review of and action related to the board's financial responsibilities.
- e. Works with the chief executive officer and chief financial officer to ensure that appropriate financial reports are made available to the board on a timely basis.
- f. Works with the chief executive officer and chief financial officer to ensure review of the annual budget by the finance committee, as well as preparation for review and approval by the board of directors.
- g. Reviews the monthly financial statements.
- h. Reviews the annual audit to determine the financial condition of the organization.
- i. Serves as ex-officio member of the executive and compensation committees.

QUALIFICATIONS/COMMITMENTS

- a. Basic knowledge of budgeting and finance is essential. Candidates must understand basic financial terminology and be able to read financial statements in order to ascertain the financial health of the organization. The treasurer must be able to communicate effectively with the chief financial officer, chief executive officer, auditor and chapter treasurers.
- b. The treasurer attends board meetings, participates in board conference calls and attends the annual business meeting. The treasurer may be asked to participate in chapter treasurer meetings.
- c. As chair of the finance committee, the treasurer participates in regularly scheduled conference calls to review financial statements.
- d. Previous committee experience and/or service on the APIC Board of Directors is recommended.
- e. Experience as a treasurer at the local level or as an audit and/or finance committee member is helpful.

TIME COMMITMENT

Average time commitment is several hours per month, plus meetings as noted above.

NOMINATING AND AWARDS COMMITTEE

Nominating and Awards Committee members are elected for a three-year term with two positions available each year. A chairman for the nominating function and a chairman for the awards function of the committee is selected from among elected members of the committee and approved by the APIC Board. Duties include:

- a. Face-to-face meeting in conjunction with the annual conference, to review candidate applications and prepare slate of candidates. There will be scheduled conference calls to work on new projects and tasks.
- b. Soliciting candidates for the APIC Board of Directors, including officers, and CBIC Board of Directors.
- c. Serving as a resource for potential candidates and assisting them with completion of the application and supporting documents.
- d. Reviewing and scoring completed candidate applications independently prior to the ballot meeting.
- e. Participating in the full committee selection of nominees for the APIC Board, the CBIC Board, and awards recipients through use of objective scoring tools.
- f. Reviewing/revising candidate handbook, application, scoring tools, and relevant APIC policies as needed.
- g. Continuously improving the APIC Awards and Scholarship Program
 - Development of the APIC Awards and Scholarship Program.
 - Revision/ modification of existing awards and scholarships as needed.

NOMINATING AND AWARDS COMMITTEE QUALIFICATIONS/COMMITMENTS:

- a. Communication skills, interpersonal skills, and an understanding of the APIC nominating and election processes are necessary. Prior experience in APIC activities is essential to an understanding of the requirements of the organization. Commitment to confidentiality is a must.
- b. Ability to attend the annual conference is desirable in order to finalize recruitment of candidates for office.
- c. Members of the nominating and awards committee are ineligible for office or awards as long as they serve on the nominating and awards committee.

TIME COMMITMENT

Time commitment varies greatly throughout the year. During peak candidate application, selection and processing (May through August), two to eight hours per week may be required.

APPLICATION FOR OFFICE

DIRECTIONS FOR COMPLETING APPLICATION

A member of the nominating and awards committee will work with potential candidates to assure applications are correct and complete. **Please read and follow directions carefully. Incomplete and/or illegible applications will not be considered.**

1. Completed application must be received by the deadline indicated on the application.

Send:

- Completed application
- CV
- Photograph (.jpg format – 300dpi minimum; color photo)
- Conflict of Interest Declaration Statement
- References must be identified in appropriate section of the application

Start the process early so you have time to submit all required elements by the due date.

2. Indicate 1st, 2nd, and 3rd choices on the application if applying for more than one position.
3. Please describe your goals, strategies, and values as they relate to APIC's vision and mission. Questions to consider include: What do I want to do? How am I going to do it? What do I believe in?
4. Electronically submit a color professional photograph (.jpg format – 300 dpi minimum), vertical head to waist pose of reproducible quality. Start this process early, as prior candidates have indicated this is sometimes a lengthy process. **Please note that this picture will not be returned.**
5. Identify four references. Request the special link to the online candidate leadership competency survey and then provide your references with the link. Allow yourself plenty of time so the survey can be tabulated and the results can reach the committee by the deadline provided.

Please identify one reference from each of the four categories listed below:

- a. Current APIC/CBIC officer, board of directors member, or committee chair/member.
- b. Current employer or someone from your workplace setting who can describe and affirm your leadership skills.
- c. APIC chapter officer, board of directors members, or committee chair/member or equivalent.
- d. Current APIC/CBIC staff member who can describe your leadership skills.
- e. Member of other professional volunteer organization who can describe your leadership skills.

6. You must submit a copy of your current CV. Your CV should include the following items:
 - Education
 - Faculty or academic appointments
 - Certifications (*include dates*)
 - Work Experience (*describe any leadership positions held*)
 - Publications (*authored by you – include dates*)
 - Presentations (*regional, state, national, international*)
 - Abstracts (*poster and oral at national or international meetings*)
 - Awards (*include dates*)
 - Skills & Interests (*related to your occupation*)
7. Submit the completed APIC conflict of interest declaration statement. A sample of this form is included in this manual.
8. Before submitting your application with the required attachments, complete the candidate checklist to ensure that your application is complete and signed (electronic signature acceptable).

APIC CANDIDATE APPLICATION

Rev. 02/15

DEADLINE FOR SUBMISSION: May 13, 2016

NOTE: This is the required format.

**You may complete this computerized form and submit electronically (preferred), fax or postal mail.
SIGNATURE REQUIRED (electronic signature acceptable)**

*For your information, the scoring criteria used are listed in the gray box below each section.
Candidates interested in serving on the CBIC Board must complete a separate CBIC Application.*

APIC Position Desired:

1st Choice: _____

2nd Choice: _____

3rd Choice: _____

Name (with credentials): _____

Current Title: _____

Name of Facility/Institution: _____

Work Address: _____ Work Phone: _____

_____ Work Fax: _____

_____ Work E-mail: _____

Home Address: _____ Home Phone: _____

_____ Home Fax: _____

_____ Home E-mail: _____

APIC ID No.: _____ No. years APIC member: _____

Active APIC member for the last 2 consecutive years (only required for APIC positions)? Yes No

I. PHILOSOPHY STATEMENT:

Describe your personal leadership philosophy and your strategy and goals for helping APIC achieve its mission and vision. Please limit your statement to 250 words or less.

Philosophy = max. 2 points; Strategy = max. 2 points; Goals = max. 2 points

II. EXPERIENCE IN INFECTION PREVENTION AND CONTROL & EPIDEMIOLOGY:

A. Number of years in infection prevention and control: _____

(1-4 years = 1 point) (5-10 years = 2 points) (More than 10 years = 3 points)

B. Certification in Infection Control: Yes No *(Current CIC required for CBIC Position)*
 Year of Initial Certification: _____
 Year(s) of Recertification: _____

(1-5 years = 5 points) (More than 5 years = 8 points)

C. Certification in another healthcare-related professional area: Yes No
 If yes, please list:

Certified in another healthcare-related professional area = 2 points

D. Diversity of Professional Disciplines/Direct Program Accountability: Indicate areas of prior or current infection prevention and control experience. Then, for each discipline/program area, indicate whether you had oversight responsibility or participation. Please choose one box for each discipline/program area as applicable.

| <u>DISCIPLINE/PROGRAM AREA</u> | <u>Oversight Responsibility</u> | <u>Participation</u> |
|---|---------------------------------|--------------------------|
| Acute Care | <input type="checkbox"/> | <input type="checkbox"/> |
| Behavioral Health | <input type="checkbox"/> | <input type="checkbox"/> |
| Child Care | <input type="checkbox"/> | <input type="checkbox"/> |
| Community Health/Public Health | <input type="checkbox"/> | <input type="checkbox"/> |
| Correctional Health | <input type="checkbox"/> | <input type="checkbox"/> |
| Home Health | <input type="checkbox"/> | <input type="checkbox"/> |
| Long-Term Care | <input type="checkbox"/> | <input type="checkbox"/> |
| Ambulatory Care (office, clinics, surgery, etc.) | <input type="checkbox"/> | <input type="checkbox"/> |
| Rehabilitation | <input type="checkbox"/> | <input type="checkbox"/> |
| Occupational Health/ Environmental Safety | <input type="checkbox"/> | <input type="checkbox"/> |
| Quality Mgmt./Performance Improvement/ Risk Management/ Patient Safety | <input type="checkbox"/> | <input type="checkbox"/> |
| Other _____ | <input type="checkbox"/> | <input type="checkbox"/> |

Oversight Responsibility = 1 point each; Participation = 0.5 points each

E. Management Experience (check all that apply):

- 1. Department Management with budget responsibilities (1 point)
- 2. Direct Supervision of 1-4 Staff (1 point)
- 3. Direct Supervision of 5 or greater staff (2 points)
- 4. Management/Supervisory Responsibilities for greater than 3 years (any of above) (1 point)

Max of 4 points

III. EDUCATIONAL EXPERIENCE:

Indicate highest degree held:

- Associates or equivalent = 1 point
 - Certificate Courses (Provide Description)
 - Diplomas (Provide Description)
- Bachelors = 2 points
- Masters = 3 points
- Doctorate (Clinical/Academic) = 4 points

Max of 4 points

IV. ORGANIZATIONAL LEADERSHIP EXPERIENCE:

Place an X in box for each leadership positions held in organizations. If you held the same position for more than one year, **you must list each year under the year(s) served to receive points.**

| Title | Year(s) Served (Example: 1983-1984) | APIC | IPAC- Canada, SHEA, IFIC | CBIC | APIC Chapter, State, Regional or International | International Activity | Other Healthcare Related | Other (<i>non- healthcare related</i>) |
|--|--|------|-----------------------------------|------|--|---------------------------|-----------------------------|--|
| President | | | | | | | | |
| President-Elect/ Vice-President | | | | | | | | |
| Treasurer | | | | | | | | |
| Secretary | | | | | | | | |
| Board Member | | | | | | | | |
| Nominating Comm. | | | | | | | | |
| Comm./Council/ Program Chair or Co-Chair | | | | | | | | |
| Committee/Council Member | | | | | | | | |
| Task Force Chair | | | | | | | | |
| Task Force Member | | | | | | | | |
| Section Chair | | | | | | | | |
| Focus Group Leader | | | | | | | | |
| Special Projects | | | | | | | | |

Max of 50 points for section

V. LEADERSHIP CHARACTERISTICS

APIC Board of Directors and Nominating and Awards Committee have identified various leadership competencies individual board members must possess in order for the association to achieve its mission and vision. Leadership competencies are collections of skills and knowledge individuals must demonstrate to effectively perform their jobs. Skills are an individual's personal capability to do something, such as think strategically or communicate effectively. Knowledge is the information and understanding an individual must have in order to be effective, such as principles of accounting.

For each leadership competency listed, please provide a brief description (narrative or bullets) of how your previous/current experience has helped you achieve this competency. Your examples should highlight your previous organizational experiences, outcomes, and lessons learned in the organizations listed in section IV.

- A. **Developing self and others**—the ability to continuously learn and grow, and promote the development of others (*no more than 150 words*)

Example: Served as a mentor for peers or someone new to the field of infection prevention and control

- B. **Collaboration**—the ability to manage relationships, build consensus and promote strong teamwork and garner commitment and participation of others to achieve and effect positive change (*no more than 150 words*)

Example: Served as a leader for a performance improvement team that focused on reducing ventilator-associated pneumonia (VAP). The team efforts resulted in a 30% reduction rate.

- C. **Representing and advancing the profession**—the ability to professionally and positively represent, advocate for and advance the infection prevention and control profession (*no more than 150 words*)

Example: Testifying before a governmental agency on an infection prevention and control issue.

D. **Performance Improvement** — the ability to inspire confidence and action to lead and implement change (*no more than 150 words*)

Example: Championed a culture change for patient safety to reduce HAIs; Served as a leader for a performance improvement team that focused on reducing ventilator-associated pneumonia (VAP). The team efforts resulted in a 30% reduction rate.

E. **Critical Thinking Skills** —the ability to make astute decisions and communicate sound, fact-based and timely choices and decisions that reflect the long and short-term interests of the profession (*no more than 150 words*)

Example: Proposed plan for MRSA active surveillance in the organization despite administrative resistance

F. **Leveraging technology**—the ability to embrace and leverage technology to enable analysis and decision making related to infection prevention and control (*no more than 150 words*)

Example: Collaborated with IT to develop an alert system to identify patients with MDRO upon readmission for appropriate patient placement

G. **Financial management**—the ability to interpret and appropriately use data within financial statements to promote the financial position of the Association (*no more than 150 words*)

Example: Presented a business case to administration and obtained additional resources for infection prevention and control program

H. **Communicating for results**—the ability to openly, efficiently and compellingly express ideas as a representative of the organization (*no more than 150 words*)

Example: Submitted editorial on zero-tolerance of HAIs to the media

(Max of 24 points for section)

VI. CANDIDATE REFERENCES (4)

References listed should be the individuals completing the Candidate Leadership Competency Survey on your behalf. *(Note: The Candidate Leadership Competency Survey is now available as an online survey. Please contact blong@apic.org to obtain the link which you can send directly to your references.)*

A. Facility/Institution/Agency:
Title or professional relationship:
Name:
Address:
Phone:
Email:

B. Facility/Institution/Agency:
Title or professional relationship:
Name:
Address:
Phone:
Email:

C. Facility/Institution/Agency:
Title or professional relationship:
Name:
Address:
Phone:
Email:

D. Facility/Institution/Agency:
Title or professional relationship:
Name:
Address:
Phone:
Email:

Evaluation of Leadership Scale:

Each candidate leadership competency survey is reviewed for the leadership competencies listed in section V. Points awarded are derived from the examples and scale scores of responses.

Leadership Competencies Scale includes:

- Developing self and others
- Collaboration
- Representing and advancing the profession
- Performance Improvement
- Critical Thinking
- Leveraging technology
- Financial management
- Communicating for results

Each characteristic is evaluated using Likert scale.

APIC CANDIDATE APPLICATION

Rev. 2016

NON-SCORED ESSENTIAL INFORMATION BELOW
PLEASE PROVIDE FOR BALLOT, IF SELECTED

FOR BALLOT PRINTING

1. **Biographical Profile:**

This should be written in the third person and worded EXACTLY as you wish it to appear on the ballot. Indicate achievements and accomplishments in infection prevention and control and APIC. (no more than 250 words – *see sample profile and preferred format provided in candidate handbook*)

2. **Employer Notification:**

If elected and you would like someone at your place of employment notified, please indicate below.

Name:

Title:

Address:

Phone:

Email:

3. **MANDATORY Attachments to this Application:**

The documents listed below should accompany this application when submitted for evaluation by the committee:

Curriculum Vitae: Enclose a copy of your current CV. Your CV should include the following items:

- Education
- Faculty or academic appointments
- Certifications (*include dates*)
- Work Experience (*describe any leadership positions held*)
- Publications (*authored by you – include dates*)
- Presentations (*regional, state, national, international*)
- Abstracts (*poster and oral at national or international meetings*)
- Awards (*include dates*)
- Skills & Interests (*related to your occupation*)

Photograph: You must submit a recent color photo with your application. You can submit your photo either by regular mail or via email. Electronic submissions should be in a .jpg file format with a minimum 300 dpi.

APIC and CBIC CANDIDATE APPLICATION

Rev. 2016

I AFFIRM THE INFORMATION INCLUDED IN THIS APPLICATION IS TRUE AND ACCURATE TO THE BEST OF MY KNOWLEDGE.

For E-Mail Submission, Click Here to Insert Your Digital Signature

Date

For FAX or Postal Mail Submission, Please Sign Here

Printed Name

Title:

Facility:

Address:

Return Completed Application

**By regular or overnight mail to:
APIC Nominating & Awards Committee
c/o APIC
1275 K Street, NW, Suite 1000
Washington, DC 20005**

By Email: blong@apic.org

CANDIDATE CHECKLIST

To be completed by candidate prior to submitting application package. The application packet should contain the following four items. There is no need to include this checklist with your packet.

- Original of signed candidate application
- Color photograph (high quality digital file; 300 dpi)
- Current completed CV
- Conflict of interest disclosure statement
- Leadership Competency Survey link requested from blong@apic.org and sent to references

Date submitted: _____

Policy Number: 2.4.1
Category: Board of Directors
Subject: Conflict of Interest

Purpose:

Outlines conflict of interest policy.

Scope:

Pertains to Board of Directors, Committees and Executive Staff.

Purpose of Policy and Duties of Directors and Officers

The Directors and Officers of the Association for Professionals in Infection Control and Epidemiology (APIC) owe a duty of loyalty to APIC, which requires that in serving APIC they act, not in their personal interests or in the interests of others, but rather solely in the interests of APIC. Directors and Officers must have an undivided allegiance to APIC's mission and may not use their position as Directors or Officers, information they have about APIC or APIC's property, in a manner that allows them to secure a pecuniary or other material benefit for themselves or their relatives. Accordingly, no Director or Officer may use his or her position for personal gain or benefit at the expense of APIC, its mission, or its reputation.

A conflict of interest may arise when a person has an existing or potential financial interest or other material interest that impairs, or might appear to impair, his or her independence or objectivity in the discharge of responsibilities and duties to the Association. ***Conflicts may also arise when there is no financial interest for example the pursuit of professional advancement or recognition and/or the desire to do favors for friends, family, students or colleagues.***

This policy is intended to protect APIC's interests when it is contemplating entering into a contract, transaction, or arrangement that might benefit the private interests of a member of APIC's Board of Directors or an Officer of the organization. This policy is also meant to aid Directors and Officers of APIC in performing the duties imposed upon them by the laws of the State of Massachusetts and the United States of America with respect to their responsibilities and fiduciary obligations to APIC. APIC is committed to transparency and openness in its operations.

Every Director and Officer must discharge his or her duties in good faith, with the degree of care that an ordinarily prudent person in a like position would exercise under similar circumstances. This requires using common sense, being diligent and attentive to APIC's needs, and making thoughtful decisions in the best interest of the Association. No Director or Officer may take personal advantage of a business opportunity that is offered to the Association unless APIC first determines not to pursue such opportunity.

Each Director or Officer must protect the confidential information of the Association and must not use confidential information or his or her position as a Director or Officer to the detriment of the Association. Confidential information is information obtained through the Director's or Officer's position that has not been released to the public.

Other Organizations

An Officer or Director may not be a designated representative of another organization whose primary or secondary activity is related to the activities of APIC. APIC Directors and Officers may not serve as a director or officer for another organization whose primary or secondary activity is related to the activities of APIC. An Officer or Director or Committee Member may not serve on an APIC subsidiary Board of Directors including but not limited to the Certification Board of Infection Control and Epidemiology and APIC Consulting Services, Inc. An Officer or Director may not serve as a consultant for APIC Consulting Services.

Direct or Indirect Financial or Other Material Interest

1. Contracts, transactions or arrangements of APIC in which a Director or Officer has a direct or indirect financial or other material interest shall not be prohibited, but they shall be subject to scrutiny. Any such proposed contract, transaction or arrangement (collectively "arrangement") is to be reviewed to determine that it is in the best interests of the Association.
2. For the purposes of this policy, a Director or Officer has a direct or indirect financial or other material interest in a proposed or existing arrangement if he or she, or one of his or her relatives:
 - (a) has a substantial financial interest directly in the proposed or existing arrangement; or
 - (b) has a substantial financial interest in any other organization that i) is a party to the proposed or existing arrangement; or ii) is in any way involved in the proposed or existing arrangement, including through the provision of services in connection therewith (an "involved organization"); or
 - (c) holds a position as trustee, director, officer, member, partner, or employee in any such party or involved organization.

A Director's or Officer's financial interest will be considered substantial if it involves:

- (a) an ownership or investment interest representing more than 1% of the outstanding shares of a publicly traded company or 5% of the outstanding shares or comparable interest of a privately owned company with which APIC has or is negotiating an arrangement or which is an involved organization with respect to the arrangement; or
- (b) an ownership or investment interest, which produces a significant amount of income for or constitutes a significant part of the net worth of the Director or Officer, or a relative of the Director or Officer, in any entity with which the Association has or is negotiating an arrangement or which is an involved organization with respect to the arrangement; or
- (c) A relationship which produces a material amount of income (> 10% of gross annual income) for the Director or Officer, or a relative of the Director or Officer, with any entity with whom APIC has or is negotiating an arrangement or which is an involved organization with respect to the arrangement; or
- (d) a compensation arrangement of any kind with any entity or individual with which the Association has or is negotiating an arrangement or with any involved organization with respect to the arrangement.

Disclosure of Interest and Participation in Meeting

3. Each Director and each Officer of APIC shall promptly disclose any direct or indirect financial or other material interest that he or she has or reasonably expects to have in

any proposed or existing arrangement with APIC prior to the start of any negotiations with respect to such matter. A direct or indirect financial interest required to be disclosed under this policy shall be disclosed in writing by completing and/or updating the Conflict of Interest Disclosure Statement provided by APIC. Each Director and Officer is required to complete and/or update his/her Conflict of Interest Disclosure Statement at the beginning of each Association year. Disclosures with regard to a specific arrangement of interest to the Association, shall include all material facts and supply any reasons why the arrangement might be or not be in the best interest of APIC. Disclosures shall be submitted to the Chief Executive officer who shall provide a copy of each completed statement to the Executive Committee for review, and if warranted, further action.

4. The Director or Officer who discloses a direct or indirect financial or other material interest in a proposed or existing arrangement in the context of a Board discussion or decision may make a presentation and respond to questions by the Board of Directors, but after such presentation, he or she shall leave the meeting during the discussion of, and vote on, the arrangement. As part of any such presentation, the Director or Officer shall provide to the Board any reasons why the arrangement might be or not be in the best interest of APIC. The Board shall determine whether APIC can obtain a more advantageous arrangement with reasonable efforts from a person or entity that would not give rise to a conflict of interest. The Board shall, if appropriate, appoint a disinterested person or committee to investigate alternatives to the proposed arrangement. If a more advantageous contract, transaction or arrangement is not reasonably attainable under the circumstances that would not give rise to a conflict of interest, the Board shall determine by majority vote of the disinterested members of the Board whether the arrangement is in APIC's best interest and whether to enter into the arrangement in conformity with such determination.

Minutes of Meetings

5. Any potential or existing conflicts of interest shall be disclosed at the beginning of each Board meeting. The names of the Directors and Officers who disclosed or otherwise were found to have a direct or indirect financial or other material interest in a proposed or existing arrangement, the nature of the interest, and the extent of the Director's or Officer's participation in the relevant Board or Committee meeting on matters related to the financial or other material interest shall be recorded in the minutes for that meeting. The minutes also shall include a record of any determination as to whether the arrangement was in the best interest of and fair and reasonable to APIC, notwithstanding the interest, and the specific reasons supporting the determination, including any alternatives to the proposed or existing arrangement, the names of the persons who were present for discussions and votes relating to the proposed or existing arrangement, and a record of any votes taken in connection therewith.

Co-Investment Interest

6. Each Director and each Officer of APIC shall also disclose whether he or she, or one of his or her relatives, has personal funds invested with an investment manager providing, or expected to provide, investment management services to the Association or in a professionally managed investment fund in which the Association is invested or is considering investing (a "co-investment interest"). For the purposes of this policy a "professionally managed investment fund" shall not include mutual funds or other similar investment vehicles generally available to the investing public on essentially the same terms. Such co-investment interest shall be disclosed in writing to the Chief Executive officer for referral to the Executive Committee. Such disclosure shall include all material facts, including, but not limited to, fee arrangements and any preferential treatment received by the Director or Officer, or one of his or her relatives, and not available to

other investors necessary to determine whether such co-investment interest may provide a benefit to the Director or Officer, or one of his or her relatives. If the Executive Committee determines that the co-investment interest may provide some advantage to the Director or Officer, or one of his or her relatives, the Executive Committee shall refer the issue to APIC's Audit Committee. The Director or Officer who discloses a co-investment interest may make a presentation and respond to questions from the Audit Committee, but shall not be present during the discussion of, and vote on, how to address the co-investment interest. The Audit Committee shall determine what, if any, corrective action is required with respect to the co-investment interest, including, but not limited to, terminating the investment relationship or seeking an adjustment in fee structure.

Failure to Disclose

7. If the Board has reasonable cause to believe that a Director or Officer has failed to disclose a direct or indirect financial or other material interest or co-investment interest subject to this policy, it shall inform the Director or Officer of the basis for such belief and afford the Director or Officer an opportunity to explain the alleged failure to disclose. If, after hearing the response of such individual and making such further investigation as may be warranted in the circumstances, the Executive Committee determines that the Director or Officer has in fact failed to disclose a direct or indirect financial or other material interest or co-investment interest subject to this policy, it shall take appropriate disciplinary and corrective action.

Annual Disclosure Statement

8. Each Director and Officer has a duty to place the interest of APIC foremost in any dealing with APIC and has a continuing responsibility to comply with the requirements of this policy. Promptly following the adoption of this policy, and thereafter not later than the first day of February of each year, each Director and officer shall acknowledge his or her familiarity with this policy and shall disclose in writing any existing financial or other material interests or co-investment interest subject to this policy by completing a Conflict of Interest Disclosure Statement. The Conflict of Interest Disclosure Statements shall be submitted to the Chief Executive officer who shall provide a copy of each completed statement to the Executive Committee for review and, if warranted, further action. The Conflict of Interest Disclosure Statements shall be retained in confidential files in the Association's executive office.

Employees Covered by Policy

9. This policy shall apply to the Chief Executive Officer, the Chief Operating Officer and the Chief Financial Officer.

Committees, Task Forces and Program Team Members

10. All Committee, Task Force and Program Team Members shall be required to submit annual Conflict of Interest Disclosure Statements.

Policy Supplements Applicable Laws

11. This policy is intended to supplement, but not replace, any applicable state or federal laws governing conflicts of interest applicable to nonprofit charitable corporations.

Association for Professionals in Infection Control & Epidemiology

Conflict-of-Interest Disclosure Statement

The Conflict-of-Interest Policy of the Association for Professionals in Infection Control and Epidemiology requires any Director, Officer, or Committee Member of APIC to disclose any direct or indirect financial or other material conflict-of-interest (whether financial or otherwise) or co-investment interest that he or she has or reasonably expects to have in any proposed or existing contract, transaction, or arrangement with APIC or in any other matter under consideration or to be considered by the board of directors, the executive committee, or any other committee made up in whole, or in part, by elected directors or officers of APIC.

Your name: _____ *(Please Print)*

Name and address of your current employer: _____.

Please initial each statement that applies to you and provide additional information as necessary:

- _____ I have read and am familiar with the APIC Conflict-of-Interest Policy.
- _____ I do not serve on other professional boards, APIC subsidiary boards, or hold an office in another professional organization.
- _____ I have described in the attached letter relationships, including official titles and positions with other healthcare related organizations, including non-profit organizations.
- _____ I am not aware of any direct or indirect financial or other material interest or co-investment interest that is required to be disclosed under the Conflict-of-Interest Policy.
- _____ I have described every direct or indirect financial or other material interest (financial or otherwise) or co-investment interest that is required to be disclosed under the Conflict-of-Interest Policy. (Please attach a letter providing complete details of any direct or indirect financial or other material interest or co-investment interest subject to the Conflict of Interest Policy.)

Return the Disclosure Statement and any required additional information to APIC Headquarters as follows:

By mail:

Association for Professionals in Infection Control and Epidemiology
1275 K Street, NW, Suite 1000
Washington, DC 20005-4006
Attn: Chief Executive Officer

Via Fax:

202-789-5191
Attn: Chief Executive Officer

I understand that my completed disclosure statement and any additional information thereto may be provided to and reviewed by others at APIC in accordance with APIC's internal policies.

During the time I am a director, officer or committee member of APIC, I agree to report promptly, to the APIC Chief Executive Officer, any future situation that might involve or appear to involve me or any of my relatives in any potential conflict of interest with APIC.

I am completing this disclosure statement based on the definitions below that are taken from the Conflict-of-Interest Policy.

Signature: _____ Date: _____

Name: _____
Please print

Committee: _____

For the purposes of this policy (APIC: 2.4.1 Conflict of Interest), a director, officer or committee member has a direct or indirect financial or other material (financial or otherwise) interest in a proposed or existing contract, transaction, decision or arrangement (collectively, "arrangement") and must report such interest if he or she, or one of his or her relatives:

- Has a substantial financial interest directly in the proposed or existing arrangement; or
- Has a substantial financial interest in any organization that i) is a party to the proposed or existing arrangement; or ii) is in any way involved in the proposed or existing Arrangement, including through the provision of services in connection therewith (an "involved organization"); or
- Holds a position as trustee, director, officer, member, partner, shareholder, or employee in any such party or involved organization.

A director's, officer's or committee member's financial interest will be considered substantial if it involves:

- An ownership or investment interest representing more than 1% of the outstanding shares of a publicly traded company or 5% of the outstanding shares or comparable interest of a privately owned company with which APIC has or is negotiating an arrangement or which is an involved organization with respect to the arrangement; or
- A relationship which produces a material amount of income (> 10% of gross annual income) for the director or officer, or a relative of the director or officer, with any entity with whom APIC has or is negotiating an arrangement or which is an involved organization with respect to the arrangement; or
- A compensation arrangement of any kind with any entity or individual with which APIC has or is negotiating an arrangement or with any involved organization with respect to the arrangement.

Each director and each officer of APIC also is required to disclose whether he or she, or one of his or her relatives, has personal funds invested with an investment manager providing, or expected to provide, investment management services to the organization or in a professionally managed investment fund in which the organization is invested or is considering investing (a "co-investment interest"). For the purposes of this Conflict of Interest Policy, a "professionally managed investment fund" shall not include mutual funds or other similar investment vehicles generally available to the investing public on essentially the same terms.

CANDIDATE FOR APIC OFFICE

SAMPLE BIOGRAPHICAL STATEMENT

NAME: Sample A. Candidate, RN, BSN, MS, CIC

Biographical Statement

Sample A. Candidate, RN, BSN, MS, CIC is currently Director of Infection Prevention and Quality at Auburn Memorial Hospital in Auburn, Indiana. For twenty years Sample has been an infection preventionist in hospitals of varying sizes providing her with optimal versatility and learning opportunities to enhance patient safety. As an APIC-Indiana Chapter member, Sample has served as secretary, board member, program chair, and chair of the public policy committee from 2005-2011. Sample was elected to serve on the APIC Nominating Committee and the APIC Board of Directors. She also served on APIC's Emergency Preparedness and Audit and Finance Committees as well as APIC's Annual Conference Committee. Sample Candidate is a past President of the Indiana Society of Infection Control and Prevention (ISICP). She currently is serving her first term on the Editorial Review Board of the *American Journal of Infection Control*. Sample has been a speaker at local APIC chapter events. Sample is the recipient of the 2009 APIC Chapter Leadership Award having been nominated by her peers in the APIC-Indiana Chapter.

Sample received her Bachelor of Science Degree in Nursing from Indiana State University and her Master of Science degree in Public Health from The George Washington University. She has been certified in infection control since 2000.



Spreading knowledge.
Preventing infection.®



Please indicate the appropriate reference category:

- APIC/CBIC/IPAC Canada Officer/Board Member/Committee Chair/Committee Member
- Current Employer
- APIC/IPAC Canada Chapter Officer/Board member
- Current APIC/CBIC/IPAC Canada Staff member
- Member of another professional organization

CANDIDATE LEADERSHIP COMPETENCY SURVEY

This survey is now available online by contacting Barbara Long at blong@apic.org. You will be provided with a link to share with individuals you have selected to serve as references.

NAME OF CANDIDATE: _____

DATE: _____

Overview: The individual who provided you this survey has expressed interest in serving on the either the Board of Directors of the Association for Professionals in Infection Control and Epidemiology (APIC) or the Certification Board of Infection Control and Epidemiology (CBIC). The purpose of this survey is to gather feedback from you on the extent to which this individual demonstrates the leadership competencies required to advance and govern in a leading organization.

Directions: Please write the name of the individual who provided this survey to you in the space provided above. Carefully read the leadership competencies and behaviors listed on the next few pages. These are the some of the most critical competencies and behaviors APIC and CBIC believe Board members must demonstrate to be highly successful. Please place a check mark (✓) in the square that best reflects the extent to which you believe, based on your direct observation of this individual's behavior, that the person above demonstrates the behavior. If you do not have enough information to rate the behavior, please select Do Not Know. Your response to this survey will be kept completely confidential and will not be shared with the candidate. Please complete the online survey by May 22, 2015. Shown below are the questions from the online survey. Thank you in advance for your time.

| | Seldom/ Never | Frequently | Always | Do Not Know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| DEVELOPING SELF AND OTHERS – The ability to continuously learn and grow, and promote the development of others | | | | |
| 1. Sets high standards of self performance and works hard to achieve these standards | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Admits mistakes and takes responsibility for failures | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| 3. Learns from mistakes, experiences, and feedback and moves forward while modifying behaviors and actions accordingly | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Identifies future leaders who can contribute effectively to the organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5. Mentors new leaders to promote their development | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | |
|--------------------------|-------------------|---------------|------------------------|
| Seldom/ Never | Frequently | Always | Do Not Know |
|--------------------------|-------------------|---------------|------------------------|

RELATIONSHIP AND CONSENSUS BUILDING – The ability to promote strong teamwork and garner commitment and participation of others to achieve and effect positive change

| | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| 6. Demonstrates respect for the opinions of others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7. Collaboratively works with individuals toward solutions which benefit all involved individuals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8. Works to build consensus while demonstrating a willingness to make tough decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9. Shares differences of opinion at appropriate time and place | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Focuses on resolving conflict with a win-win solution rather than assigning blame | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Follows through on commitments and promises | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Treats people with diverse backgrounds with dignity and respect | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | Seldom /Never | Frequently | Always | Do Not Know |
|--|--------------------------|-------------------------------------|--------------------------|--------------------------|
| REPRESENTING AND ADVANCING THE ORGANIZATION – The ability to professionally and positively represent, advocate for and advance the organization | | | | |
| 13. Stays informed about national issues, trends, events and standards affecting the organization | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. Anticipates changes in the industry and the potential impact of these changes on the organization | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. Proactively shares current issues, trends, events, standards and anticipated changes with key stakeholders | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. Provides strategic input/guidance and explores options for advancing and shaping the future direction of the organization | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. Clearly and passionately communicates the vision/direction of the organization in a way that inspires others | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. Takes actions that support the organization's strategy and goals | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. Comes to meetings prepared for discussions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SAMPLE

| Seldom/ Never | Frequently | Always | Do Not Know |
|------------------|------------|--------|----------------|
|------------------|------------|--------|----------------|

PERFORMANCE IMPROVEMENT – The ability to inspire confidence and action to implement and support change

| | | | | |
|---|--------------------------|-------------------------------------|-------------------------------------|--------------------------|
| 20. Is open to change and new information | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 21. Accepts and adjusts rapidly to change | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 22. Builds confidence that organizational changes can be achieved | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23. Helps identify the opportunity in changes and challenges | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SAMPLE

| | Seldom/ Never | Frequently | Always | Do Not Know |
|--|--------------------------|-------------------------------------|--------------------------|--------------------------|
| MAKING ASTUTE DECISIONS – The ability to make and communicate sound, fact-based and timely choices and decisions that reflect the long and short-term interests of the organization | | | | |
| 24. Consults with and/or involves relevant others in decision making activities | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25. Integrates information from all relevant sources to make sound decisions | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 26. Considers how choices and decisions will impact the organization and others | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27. Makes decisions that are in the best interests of the organization even if they are unpopular | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28. Makes decisions in a timely manner to enable others to effectively implement necessary actions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 29. Puts best interest of the organization ahead of personal interests | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30. Knows when to be creative and take calculated risks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SAMPLE

| | Seldom/ Never | Frequently | Always | Do Not Know |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| LEVERAGING TECHNOLOGY – The ability to embrace and leverage technology to elevate the organization | | | | |
| 31. Keeps current with technological advances that may impact the organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32. Considers and shares how technological advances may impact the organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33. Develops strategies that leverage technological advances to improve processes and elevate the organization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 34. Uses electronic media to build relationships and conduct business | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SAMPLE

| | Seldom/ Never | Frequently | Always | Do Not Know |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| FINANCIAL MANAGEMENT – The ability to interpret and appropriately use data within financial statements to promote the financial position of the Organization | | | | |
| 35. Demonstrates an understanding of the organization's financial position | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 36. Demonstrates an understanding of the financial tools that drive strategic planning and business decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 37. Considers financial consequences of decisions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SAMPLE

| | Seldom/ Never | Frequently | Always | Do Not Know |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| COMMUNICATING FOR RESULTS – The ability to openly, efficiently and compellingly express ideas as a representative of the organization | | | | |
| 38. Clearly, concisely and directly communicates ideas, information and directions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 39. Invites questions, comments, and suggestions about own ideas and assumptions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 40. Encourages others to share their ideas, opinions and the reasons and assumptions that underlie their opinions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 41. Takes the time to listen, paraphrase, and fully understand other's messages | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 42. Adapts communication skills to make people feel comfortable and maximize communication and productivity | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 43. Projects credibility and poise even in highly visible and/or adversarial situations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

OPTIONAL COMMENTS: Please provide any additional comments regarding the candidate in this section. (150 word limit)



Association for Professionals in Infection Control and Epidemiology, Inc. (APIC)

The healthcare system has reached a critical juncture between patient safety, infection prevention, and quality of care. Significant changes in where care is and will be delivered are central issues. These changes represent an unprecedented opportunity for infection preventionists (IPs) to accelerate progress toward the elimination of healthcare-associated infections (HAIs). APIC leaders believe this is the right time to commit to an uncompromising vision and organize the association's mission and goals around a plan to advance toward *healthcare without infection*. We propose to advance our mission to *create a safer world through prevention of infection* and embrace this bold direction through *patient safety, implementation science, competencies and certification, advocacy, and data standardization*.

Vision: Healthcare without infection

Mission: Create a safer world through prevention of infection

APIC Strategic Plan 2020

How APIC chose this vision and course of action

Strategic conversations with APIC members, the board, and key leader focus groups at the APIC 2011 Annual Conference in Baltimore, Maryland, resulted in the following change drivers being identified that together create a tipping point for infection prevention. APIC commissioned *Signature i, LLC*, to guide its leaders through a systematic scan of the change drivers that are shaping the future for infection prevention.

- The future of healthcare focused on prevention and cost control
- The integration of evidence and outcomes-based research
- Anticipating and influencing regulatory change
- The empowered consumers demand for transparency, safety, and accountability
- An automated future for data collection and risk assessment
- A global interconnected world encourages collaboration

APIC recognizes that these challenges will require the IP to become a new kind of leader – a collaborative leader who can engage people and groups to work toward common goals that eclipse their traditional roles, disciplines, and past experiences. In the spirit of collaborative leadership, the APIC board invited the association’s strategic partners and key opinion leaders to join together in exploring new directions for the profession. They met together September 19-20, 2011 in Alexandria, Virginia, to discuss the opportunities and desired outcomes for 2020. On September 21, 2011, the APIC board analyzed this guidance and considered the association’s strengths resulting in unanimous agreement to adopt this bold vision and to set a course through strategic goals to drive the association’s efforts over the next eight years (2012 through 2019).

APIC leaders and staff will work with members across the organization and will collaborate with others to achieve these strategic goals. You are invited to join us in every step of this journey toward health care without infection.

Strategic goals to achieve by 2020

Patient safety goal

Demonstrate and support effective infection prevention and control as a key component of patient safety.

Objectives and initiatives

1. Collaborate and align with key infection prevention and public health organizations, agencies and, consumer groups, including international engagement, to demonstrate and promote effective infection prevention programs across the care continuum.
2. Define key processes of care that are shown to prevent infection.
3. Develop framework to optimize partnership between providers and IPs as part of infection prevention programs.
4. Create tools that integrate elements of the science of safety into infection prevention programs.
5. Identify and assess measures that demonstrate the impact of infection prevention as part of patient safety.

Implementation science goal

Promote and facilitate the development and implementation of scientific research to prevent infection.

Objectives and initiatives

1. Define implementation science (IS) and demonstrate the value of implementing the science of prevention to members, partners, and stakeholders.
2. Identify gaps in the research agenda and address the gaps.
3. Collaborate with related disciplines and organizations in promoting implementation science research.

IP competencies and certification goal

Define, develop, strengthen, and sustain competencies of the IP across the career span and support board certification in infection prevention and control (CIC®) to obtain widespread adoption.

Objectives and initiatives

1. Develop and refine APIC IP competency model and program for the career span.
2. Develop white paper and associated resources to support optimal use of the competency model for IPs and other leaders at the point of patient care.
3. Promote the value of CIC® certification to key stakeholders, regulators, consumers, and accreditors.
4. Explore options for supporting and recognizing IPs who have achieved an advanced/expert level of knowledge and skills.

Advocacy goal

Influence and facilitate legislative, accreditation, and regulatory agenda for infection prevention with consumers, policy makers, health care leaders, and personnel across the care continuum.

Objectives and initiatives

1. Advance the development and adoption of scientifically valid, actionable, infection prevention measures and the necessary technology support that promotes appropriate data collection.
2. Support and advocate for resources that promote effective infection prevention and control efforts, programs, and initiatives.
3. Promote active IP participation and collaboration with organizational leadership of providers, consumer advocacy groups, and payers to enhance infection prevention and control on all levels and points of care.

Data standardization goal

Promote and advocate for standardized, quality and comparable HAI data.

Objectives and initiatives

1. Support and participate in the strategic planning for advancing the description, collection, and reporting of HAI data.
2. Collaborate with government and private sector partners in initiatives supporting standardized and validated data for state and national reporting.
3. Advocate for expansion and interoperability of the electronic medical record (EMR) and standardized extractible infection data elements for state and national reporting.

APIC Strategic Plan 2020 builds on the spirit of APIC's ongoing history of leading efforts to strive for zero HAIs. Background information on efforts to target zero HAIs can be found under the "About APIC" and "Vision and Mission" sections of the APIC website located at www.apic.org.

More information about the Association for Professionals in Infection Control and Epidemiology, Inc. (APIC):

APIC is the leading professional association for infection preventionists (IPs) with more than 14,000 members.

Most APIC members are nurses, physicians, public health professionals, epidemiologists, or medical technologists who:

- Collect, analyze, and interpret health data in order to track infection trends, plan appropriate interventions, measure success, and report relevant data to public health agencies
- Establish scientifically based infection prevention practices and collaborate with the healthcare team to assure implementation
- Work to prevent HAIs in healthcare facilities by isolating sources of infections and limiting their transmission
- Educate healthcare personnel and the public about infectious diseases and how to limit their spread

Many IPs are employed within healthcare institutions and also serve as educators, researchers, consultants, and clinical scientists. The majority of APIC members are affiliated with acute care settings. An increasing number practice in ambulatory and outpatient services where they direct programs that protect patients and personnel from HAIs. Members are also involved in long-term care, home health, and other practice settings in which infection prevention and control is an increasing area of responsibility for nurses and other healthcare personnel.

APIC's educational programs, products, and services support the infection prevention activities of the many patient safety stakeholders. APIC collaborates with other professional associations, consumer groups, and thought leaders, as well as regulatory and accrediting bodies, to maximize the synergy of shared interests and resources with the goal of improving patient outcomes.



About the APIC Logo

The shield represents prevention [protection]

The green and blue arcs represent the globe

The overarching swoosh communicates our expanding reach around the world

The connecting link between the A and P represent the connectivity of our network

The tagline **“Spreading knowledge. Preventing infection.®”** succinctly expresses the role of an infection preventionist and APIC’s role as a premier organization representing the collective voice of more than 14,000 members.

Disclaimer: APIC does not endorse any Strategic Partner company or its products and services. APIC Strategic Partners are required to adhere to the APIC Corporate Guidelines. APIC Strategic Plan 2020 was approved by the APIC Board of Directors on January 26, 2012.



2016 Nominating and Awards Committee

The Nominating and Awards Committee is charged with the identification and solicitation of potential candidates for APIC and CBIC Office, development of a slate of candidates for the annual elections, oversight of the elections process and management of the APIC Awards program.



Co-chair (Nominating)

Marcia R. Patrick, MSN, RN, CIC
Infection Prevention Consultant
Tacoma, WA

Term Expiring: 12/31/2017



Co-chair (Awards)

Norma A. Atienza, RN, BSN, MPA, CIC, CPHQ
St. Clares Hospital
Denville, NJ

Term Expiring: 12/31/2017

Members with terms expiring 12/31/2016



Rochelle "Shelly" Morris, RN, BSN, MBA, CIC
Sutter Medical Center
Sacramento, FL



Brenda Helms, RN, BSN, MBA/HCM, CIC
Baylor Medical Center at McKinney
McKinney, TX



Members with terms expiring 12/31/2018



Doramarie Arocha, MS, MT(ASCP)SM, CIC
University of Texas
Southwestern Medical Center
Dallas, TX



Jo Micek, RN, CIC
Liberty Hospital
Liberty Missouri

Senior Advisor



Mary Lou Manning, PhD,
CRNP, CIC, FAAN, FNAP
Thomas Jefferson University
Philadelphia, PA

Staff Liaison (Awards)



Artesha C. Moore, CAE
Vice President, Membership, Education
and Technology Services

Staff Liaison (Nominating)



Barbara Long, CAE
Sr. Director, Governance and Executive Affairs

Important Dates Fall 2016 Call for Candidates

| | |
|------------------|--|
| March 7 – May 13 | Call for nominations open |
| May 13-25 | Candidate applications under review and scoring process. |
| June 11 | Nominating & Awards Committee meets to review applications Meet and greet with candidates during APIC Annual Conference |
| August 4 | Nominating chair presents the slate of candidates to the APIC Board for approval. |
| August 5-11 | Candidates notified of their status with regard to appearing on the ballot. |
| August 11-25 | Candidate bios and photos prepared for the electronic ballot. |
| September 19 | APIC elections open to members. |
| October 19 | APIC elections close. |
| October 24-28 | Candidates appearing on the ballot notified of election results. |
| January 2017 | Term begins for newly elected candidates. |