



SCAPA Policies And Procedures

SCAPA
PO Box 2054
Lexington, SC 29071

Phone: 803-356-6809

Fax: 803-356-6826

scapa@sc.rr.com

www.scapapartners.org

SCAPA POLICIES & PROCEDURES

Table of Contents

Financial Management Policies

1. Executive Staff
2. Reimbursement for Expenses Incurred in Duties Related to SCAPA
3. House of Delegates Representative Reimbursement
4. SCAPA Leader Attendance at SCAPA CME Conference
5. Investments Policy

Committee Policies & Procedures

1. General Policies for all Committees
2. Awards Committee & PA of the Year Criteria
3. Membership Committee
4. House of Delegates Representatives
5. Continuing Education Committee
6. Communications Committee
7. Elections Procedure

Financial Management Policy

1. Executive Staff

- a. Executive Staff writes and signs checks for budgeted items up to \$500.
- b. All checks over \$500 require approval from Treasurer. The President will be contacted for approval if the Treasurer is not available.
 - i. Fax a copy of the check and invoice with an explanation of the expense.
 - ii. The Treasurer (or President) will sign and return the fax indicating approval or disapproval
 - iii. The payment will not be made until approval has been obtained.
- c. Expenses not included in the budget require approval from the Treasurer and the President with subsequent approval by the board of directors.
 - i. Executive staff may obtain approval by email.
 - ii. Executive Committee can approve such expenditures between regular board meetings
 - iii. The action will be placed on the agenda of the next board meeting or conference call.
- d. Executive staff will mail, or email/fax if secure, a copy of SCAPA monthly statements.
 - i. Documentation of expenditures will be sent to the Treasurer along with a copy of the bank statement, transaction report, and updated financial reports.
 - ii. A copy of the financial report will also be sent to the President.
 - iii. Monthly invoices of management billing will be sent to the President.
- e. An annual audit of the books will be performed in June of each year by a method determined by the board.
 - i. The Treasurer will serve as Chair of the Finance Committee.
 - ii. Contractual services may be retained by the board of directors for performance of the audit.
 - iii. A report of the audit will be presented to the Executive Committee.

2. Reimbursement for Expenses incurred in duties related to SCAPA

- a. All requests for reimbursement must be made on the approved request form (Appendix I) and must be submitted within 30 days of the travel.
- b. Supplies and materials should be requested from executive staff prior to purchase. If these items are not available, reimbursement will be considered with appropriate receipts.
- c. In general, travel greater than 50 miles for the purpose of board meeting, committee duties or meetings and representation of SCAPA to other bodies will be reimbursed provided that the appropriate documentation is submitted along with a report to the board of directors
- d. Travel will be reimbursed at the rate of \$.30/mile or lowest possible airfare.
 - i. Car pooling is recommended when two or more representatives are traveling from the same general location.

- ii. Additional travel in conjunction with the SCAPA duties will be deducted from the total amount.
 - iii. The amount of reimbursement will be reviewed annually by the Finance Committee.
- e. Reasonable ground transportation will be reimbursed. The use of the lower cost methods of transportation is encouraged.
- f. Housing costs will be reimbursed at reasonable rates to include the cost of the room and the applicable taxes
 - i. Will be reimbursed for only the dates required for SCAPA business
 - ii. Will not include incidental expenses
 - iii. Receipts must be attached
- g. Per diem expenses
 - i. Meals and incidentals will be covered at a rate not in excess of \$50.00 daily.
 - ii. Meals included in the program or function will be deducted from the per diem allowance
 - 1. breakfast \$10.00
 - 2. lunch \$15.00
 - 3. dinner \$25.00
 - iii. Receipts must be attached with the request.
 - iv. Reimbursement not include payment for alcoholic beverages

3. House of Delegates Representatives Reimbursement

- a. The board of directors will review annually the total funding designated for the HOD representatives.
- b. General guidelines for reimbursement will follow the same designation as for all other SCAPA sponsored travel
- c. Reimbursement may be adjusted if the total days required exceeds 4 nights of travel.
- d. Airfare must be scheduled for the lowest rate and scheduled at least 30 in advance to obtain the lowest rate.
- e. Reimbursement greater than the amount budgeted per delegate must be approved by the President.

4. Policy for SCAPA Leaders Attending the CME Conference

- a. The Fall CME Conference is SCAPA's largest non-dues revenue project. The profits from the conference determine what projects get funded for the coming year. SCAPA wants to reward its leaders for their hard work, and therefore, offers the following considerations for conference attendance. It should be noted, however, that the board may deny benefits in any given year if warranted. Also, SCAPA leaders with generous CME budgets through their employers should voluntarily decline the benefits for which they have outside funding.
- b. All SCAPA leaders are expected to attend the board meeting and general membership meeting, which are held during the conference. They will receive

- reimbursement for travel at the standard SCAPA rate (currently \$0.30 per mile) and one night's lodging for these meetings.
- c. All SCAPA board members and committee chairs are further encouraged to register for and attend the full conference. If attending for CME, the normal registration fee will be charged. If not attending for CME, the registration fee may be waived but all optional charges will still apply.
 - d. All SCAPA board members and committee chairs who attend the conference will receive upgraded accommodations or amenities, based on what has been negotiated in the hotel contract.
 - e. SCAPA President and CME Committee Chair(s) may receive complimentary rooms during the conference.
 - f. CME Committee members may receive complimentary conference registration and travel reimbursement at the standard SCAPA rate, which is currently \$0.30 per mile.
 - g. SCAPA leaders must notify the executive director prior to the conference if they wish to receive any of these benefits.

6. **Investment Policy**

- a. **Introduction** - The responsibilities of the Board of Directors of the South Carolina Academy of Physician Assistants include investment decisions. This policy supports the concept of the Prudent Investor Act and holds that: "Those with responsibility to invest money for others should act with prudence, discretion, and intelligence with regard for the safety of capital as well as income."
- b. **Mission** - The Mission of the South Carolina Academy of Physician Assistants is to promote quality, cost effective, and accessible healthcare through the professional and clinical development of physician assistants in the state of South Carolina.
- c. **Purpose of Investment Policy** - As a non-profit 501(c)6 organization that generates financial resources principally by membership dues and continuing medical education conference related fees, SCAPA has a responsibility to invest its assets prudently. Since SCAPA acts as a fiduciary for the prudent administration of its financial assets and as a guardian of the public trust, its investment philosophy is to protect its investment, to obtain a reasonable and competitive return on its assets, and to ensure a reasonable degree of liquidity, consistent with the acceptance of prudent risk. Investments shall be made solely in the interest of the membership for the exclusive purpose of providing benefits accrued there under and defraying the reasonable expenses of administration.
- d. **Investment Objectives** –
 - i. Cash reserves (unrestricted net assets) will be used for income. (See Investment Policy Statement)
 - ii. The board is responsible for determining the minimum amount of SCAPA's cash reserves with input and advice from the Finance Committee.

- iii. Temporarily restricted funds are short term funds (1 year or less). Income from these funds will be reinvested for growth or specified for a particular project or capital purchase.
- e. **Responsibilities** - The Board of Directors, members of the Finance Committee, Executive Director, and Investment Consultant(s) shall act with care, skill, prudence, and diligence under the circumstances then prevailing that a prudent man acting in like capacity and familiar with such matters would use in the investment of a fund of like character and with like aims.
 - i. The Board of Directors is responsible for the oversight of investments. They are responsible for defining the investment objectives and policies, subject to the overall guidelines set forth in this policy
 - ii. The Finance Committee, in consultation with the Executive Director and financial consultant, are responsible for monitoring and recommending changes to the investment policy.
 - iii. The Executive Director is responsible for implementing the approved policy, guidelines and objectives.
 - iv. The Investment Consultant(s) provides counseling on the selection of all investments as outlined in this policy and provides asset allocation and investment performance reports related to investment goals.
- f. **Risk Tolerance** - The risk market, liquidity, and credit must be borne in mind in evaluating the prudent use of available funds. Although preservation of principle is of prime importance, this investment policy recognizes the need to assign to certain classes of investments a high priority on liquidity and safety and to others a greater emphasis on the rate of return. The degree of risk is to be appropriately measured against the investment objectives of each class of funds.
- g. **Asset Allocation and Diversification** will be based on both current and short terms needs as well as the long term investment objectives. Investments shall be so diversified as to minimize the risk of large losses.
- h. **Performance Evaluation**- The board realizes that there are many benchmark indexes commonly used to evaluate portfolio performance. These benchmarks include, but are not limited to, the S&P500 Stock Index, the Dow Jones Industrial Average, and the Lehman Brothers Aggregate Bond Index.
 - i. At a minimum, income and growth are the investment objectives with a goal of 2% growth over and above the CPI on an annual rolling average.
 - ii. The Finance Committee should review portfolio performance every six months and should meet annually with the financial advisor to discuss investment options.
- i. **Investment Policies and Constraints**
 - i. Income investments will be restricted to credit ratings of BBB and higher. (AAA, AA, A, BBB) These ratings are termed "investment grade" quality issues. Bonds with these credit ratings are judged to have a strong ability to pay interest and principal. Income investments include domestic *fixed income* and *variable rate bonds* and notes issued by the U.S. Government and its Agencies, U.S. corporations,

- Yankee bonds and notes (bonds or notes issued by non-U.S. based corporations, but traded in the U.S.), securitized mortgages, asset-backed securities, and preferred stock, real estate investment trusts.
- ii. Mutual Funds offer choice, liquidity, and convenience. Benefits of mutual funds include diversification and professional money management. Mutual funds are available in a wide variety of investment choices including fixed income, equities, and hybrid funds that contain both fixed income and equities. Both open end and exchange traded funds are permitted.
 - iii. Cash equivalents include: money market accounts, bank savings accounts, U.S. Government notes and bills, commercial paper and certificates of deposits.
 - iv. The Board of Directors may employ one or more investment managers of varying styles and philosophies to attain the investment objectives.
 - v. A maximum balance in any one instrument or entity shall not exceed \$25,000.
 - vi. The Fund's assets may not be used for the following purposes:
 - Common stocks
 - Short Sales
 - Purchases of letter stock, private placement, or direct payments
 - Leveraged transactions except when inside a well diversified mutual fund
 - Purchase of securities not readily marketable
 - Commodities transactions
 - Puts, calls, straddles or other options strategies
 - Direct purchase of real estate
 - Purchases of Non-U.S. Dollar denominated securities except when inside well-diversified global or international mutual fund
 - Purchases of tax-exempt securities
 - j. The SCAPA Board of Directors believes that the investment policies described in this statement should be dynamic. These policies reflect the financial status of SCAPA and the Board's philosophy regarding the investment of assets. These policies will be reviewed and revised periodically, but not less than every 2 years, to ensure they adequately reflect changes related to the investment objectives, financial resources, and the capital markets.

Investment Policy Statement – Unrestricted Net Assets (Cash Reserves)

Purpose: The purpose of SCAPA's Unrestricted Net Assets (Cash Reserves) is to support SCAPA's educational objectives and service goals and objectives as set forth by the Board of Directors.

Objective: The investment objective of the SCAPA cash reserves is to maximize total return (interest, dividends and capital gains) on principal while, at the same time, attaining a proper and responsible balance among such factors as safety of principal, liquidity, and yield.

The Board of Directors has established a financial goal of building a cash reserve fund equal to 50% of the annual operating budget exclusive of program support over a 10 year period. Contributions to the reserve fund are determined by the Finance Committee during the annual budget meeting with ratification by the Board of Directors at the first quarter meeting.

The cash reserve fund is an unrestricted net asset providing an economic safety net insuring that SCAPA will have the ability to fund a non-budgeted activity under extraordinary circumstance and that SCAPA will be able to conduct business during a period of revenue shortfall.

Committee Policies & Procedures

1. Committees General Policies

- a. Following appointment, the Chair of the committee will:
 - i. Submit goals and objectives for the committee
 - ii. Prepare a budget request (Appendix II)
 - iii. Communicate all actions and plans to the President.
- b. Reimbursement for expenses incurred related to committee/board activities must be within the budget for the committee and follow financial policies.

2. Awards Committee

- a. The Awards Committee will consist of five members to include at least three past PA of the Year Award recipients and two additional members to be appointed by the President with the advice and consent of the Board. The immediate past PA of the Year Award recipient will serve as chair.
- b. The Committee will be responsible for selecting the recipient for SCAPA's PA of the Year award.
- c. A solicitation for nominations should be made in July of each year.
- d. Any SCAPA member has the right to submit a nomination. Nomination materials should include a written rationale or biographical abstract detailing how the nominee meets the award's criteria and why he/she is deserving of the award.
- e. The Awards Committee shall review all nominations and select the PA of the Year recipient at least 45 days prior to the annual conference so that arrangements can be made for the recipient and appropriate family members to attend the Award Ceremony at the SCAPA Fall CME Conference.
- f. Selection is based on the established criteria as approved by the Board of Directors.
- g. In addition to a crystal award and a \$500 contribution in the recipient's name to the Elizabeth Gouge Scholarship Fund, the recipient will receive complimentary conference registration, one night's lodging associated with attending the awards presentation, and complimentary tickets for family members to attend the function at which the award is presented.

Physician Assistant of the Year Award Criteria

The PA of the Year Award honors a physician assistant who has demonstrated exemplary service to the PA profession and the community and has furthered the image of physician assistants. The recipient must be a Fellow member of SCAPA in good standing for a minimum of five years with SCAPA, BME, and NCCPA and whose contributions span the entire career of the individual. Characteristics by which nominees will be judged, and that should be addressed in the nomination process, include but are not limited to:

- **Evidence of recognition by all segments of the PA profession and by others** – Is this person well-known by the PA profession and well recognized by PAs of different generations? Is this someone for whom there is "clear evidence" of his/her commitment to the PA profession and

to SCAPA? Is it someone who is revered? What awards and forms of recognition has this person received during his/her career?

- **Evidence of commitment to the PA profession** – How has this person demonstrated long-term commitment to the PA profession and to SCAPA over many years of practice and experience? Has this person spent time outside of clinical practice to promote the PA profession?
- **Evidence of championing the PA cause** – How has this person promoted the PA profession? How has this person supported the PA profession and SCAPA? How has this person pushed for the innovative use of PAs and championed the utilization of PAs?
- **Evidence of time spent educating and influencing others in support of the PA profession** – Has this person lobbied for the PA profession legislatively or before individuals or groups that can impact the PA profession? How has this person taken the PA message to others?
- **Evidence of outreach to individual PAs and PA students** – How has this person reached out to individual members of SCAPA? How has this person worked with individual PAs within his/her practice? Has this individual mentored PA students, taught courses at CME event or PA programs, etc?
- **Demonstrated speaking and/or writing skills** – What writings has this person published on the PA profession? What speaking engagements has this person done in support of the PA profession or SCAPA?

3. Membership Committee

- a. Membership dues are due in January of each year. (Appendix VI)
- b. Members not renewing following a second notice will be removed from the membership roster.
 - i. The membership committee will contact each non-renewing member.
 - ii. A report will be made annually to the board of Directors on the reasons for non-renewal.
- c. Membership dues received before the fall conference will be applied to the current year and those received after the fall conference will be applied to the following membership year.
- d. Nominees for office must be members in good standing prior to disbursement of the ballots.
- e. The SCAPA Board of Directors and Committee Chairs will receive an updated PA database in an electronic format as part of each board packet.
- f. The Membership Committee shall obtain databases from the SCLLR at least twice a year, ideally June and November, to update the SCAPA database.
- g. Congratulation cards shall be sent out to all PA students graduating from PA programs located within the state of South Carolina. Each card will include a reminder to submit a new application as a Fellow Member of SCAPA. This mailing should be done in July prior to the MUSC PA graduation in August.

4. House of Delegates Representative Policies

- a. The House of Delegates representatives will be determined by the election process with one delegate being elected each year.
- b. AAPA determines the number of delegates to the House of Delegates based on the number of members from the constituent.
- c. Elected delegates will begin the term of office July 1 of the year of election.
- d. The term of office for the HOD will be 3 years.
- e. All resolutions prepared by the SCAPA delegation must be presented to the board of directors for consideration and approval prior to submission to the AAPA.
- f. The Chief Delegate will
 - i. Be appointed by July 1 by the SCAPA Board of Directors from those elected and will serve as a member of the SCAPA Board of Directors.
 - ii. Coordinate the activities of the delegates with regard to functions in the HOD.
 - iii. Coordinate the reporting to the SCAPA board following the HOD meeting.
- g. All delegates must be fellow members of SCAPA in good standing throughout the term of office. A delegate may succeed him/herself for one additional term (a total of 2 terms or 6 years).
- h. If a delegate is unable to fulfill the duties of a delegate, notification must be given in writing to the President at least one month prior to the AAPA House of Delegates meeting.
- i. Alternate Delegates
 - i. Alternate delegates will be ranked according to the number of votes received.
 - ii. The first alternate delegate will be contacted if any one of the delegates is unable to fulfill the term of office.
 - iii. He/she will complete the term previously held by the resigning delegate.
 - iv. Assuming the position of delegate for the remainder of a term shall not restrict the alternate for running as a delegate for the 2 terms outlined above.
 - v. If no Alternate Delegate is available, the Board of Directors will fill the vacancy by simple majority vote after polling the membership for volunteers.

5. Continuing Education Committee

- a. The committee will be appointed by the President.
- b. Activities of the committee will begin in January of the year of appointment (Appendix IV)
- c. Appointment of Subcommittees
 - i. CME approval
 - ii. Grant applications
 - iii. Vendor exhibits
 - iv. Social activities
 - v. Marketing

- d. Activities in the first quarter:
 - i. Review evaluations of the previous conference
 - ii. Contact Area representatives for recommendations of topics and speakers
 - iii. Contact AAPA for speaker program opportunities
 - iv. Solicitation of grant funding for the October meeting
 - v. Contact AAPA for CME approval guidelines
- e. Each conference must include the following
 - i. Professional wellness, narcotic prescribing, 2 hours minimum
 - ii. Diversity topic, 1 lecture or workshop minimum
 - iii. Topics that promote improved practice, review of medicine principles, and avoid proprietary business interests.

6. Communications Policy for Use of SCAPA Database

- a. SCAPA does not rent, sell, or lease its database; however, mailing addresses can be shared with other professional groups, such as MUSC, AAPA, the Kidney foundation, etc., when the purpose of the communication will benefit the PA profession. Approval to share SCAPA mailing addresses must be obtained from the Communications Committee.
- b. The procedure for handling requests for the SCAPA mailing list are as follows:
 - C. Formal request should be submitted by email to the Executive Director. The request should include an explanation of how the database will be used and a sample of the information that will be distributed.
 - D. Executive Director forwards the request to the Communications Committee.
 - E. Communications Committee comes up with a recommendation and sends its recommendation to the President for final approval.
 - F. The fee, if any, should be approved by the executive committee.
 - 1. As a rule of thumb, SCAPA only wishes to recover any expense associated with providing the database when the purpose of the communication is not profit driven.
 - 2. When the database is to be used to generate a profit for the requesting organization, a fee of at least \$100 should be charged.
- c. SCAPA does not share email addresses with any outside organization; however, SCAPA may distribute information for professional groups, such as MUSC, AAPA, the Kidney foundation, etc., when the purpose of the communication will benefit the PA profession. Information can be included in the SCAPA newsletter or distributed through an email blast. Approval for including information in the newsletter or sending out an email blast must be obtained from the Communications Committee.

- d. The procedures for handling requests to distribute information by email to the PA profession are as follows:
 - i. Formal request should be submitted by email to the Executive Director. The request should include a copy of the information to be distributed.
 - ii. Executive Director forwards the request to the Communications Committee.
 - iii. Communications Committee comes up with a recommendation and sends its recommendation to the President for final approval.
 - iv. If approved for inclusion, information can be included in the newsletter at no charge; however, a fee should be charged for any email blasts that are sent. This fee should be approved by the executive committee in accordance with the following guidelines.
 - 1. When the purpose of the communication is not profit driven, a fee of \$50 is suggested to recover the expense associated with sending out the email blast, which includes \$15 for staff time and \$35 for the cost of the email distribution.
 - 2. When the purpose of the communication is to generate a profit for the requesting organization, a fee of at least \$100 should be charged.
- e. Requests from SCAPA leaders to distribute information to the PA profession, when the information is pertinent to their roles within SCAPA, does not require approval. The cost of the communication should be levied against the appropriate budget line item.

7. Elections Procedure

- a. The Vice President of SCAPA serves as Elections Chair. Other committee members are the President, President-Elect and Immediate Past President.
- b. The Elections Chair will send out a Call for Nominations through the SCAPA office.
 - i. Nominations are not board position specific; specific positions will be decided by the Nominating Committee once all nominations are received.
 - ii. Call for nominations will include a list of SCAPA members
 - iii. The first Call for Nominations should be included in the December printed newsletter with a second Call for Nominations sent out by the SCAPA office in January. A final reminder should go out in February.
 - iv. Area representatives should announce the Call for Nominations at their December and/or January area meetings and have attendees fill out a nominations form if interested. These should be submitted to the SCAPA office or the Vice President no later than February 15.

- v. Area representatives are charged with identifying possible leaders within their respected areas and completing a nominations form as well.
 - vi. The SCAPA office should contact all current leaders to ascertain their interest in continuing to serve and in what capacity they wish to serve. Area reps who wish to vacate their position should recommend other members in their area for the position. All of these names should be added to the list of nominees submitted by the membership.
- c. Deadline for nominations to be submitted is February 15
- d. SCAPA office receives nominations and verifies nominees are members in good standing.
- e. SCAPA office should send list of all nominees and a list of all eligible SCAPA members to the Nominating Committee by February 20.
- f. The Nominating Committee should meet by conference call within 7 days to discuss nominees and decide which position each nominee should be assigned to. The committee should identify additional nominees as needed so that no less than 3 nominees are assigned to each position.
- g. Once the committee has developed a recommended slate of at least 3 nominees for each position, the SCAPA office will contact each nominee to determine their willingness to serve and obtain all necessary information to create a ballot. The SCAPA office will communicate regularly during this process with the Nominating Committee so that changes can be made as needed to ensure the best slate of candidates.
- h. The SCAPA office sends the final ballot to committee for approval prior to it being distributed. Ballot should be distributed by March 10.
- i. Deadline for ballots to be returned is March 31.
- j. SCAPA office tallies ballots and notifies Nominations Committee of results.
- k. The Vice President should notify all persons who were nominated about the results of the election, verifying each elected person's willingness to serve for a final time.
- l. The Nomination Committee Chair should meet with the President-Elect by conference call no later than April 10 to discuss candidates for committee chairs from those nominees who were not elected to a board position.
- m. The results of the election and committee chairs are announced in the first newsletter published after ballots are received and counted.