



Board Profile for Recruitment and Evaluation

This document describes the competencies and skills needed to serve on the HL7 International Board of Directors. It will be used during the 2022 Board election cycle and may be updated in subsequent years to describe both the minimum and desired governance skills for individual Board members as well as other skills/expertise deemed critical by the current Board for all candidates considered for election in the current cycle.

Two sections of skills are described below:

- General governance and leadership criteria
- Non-governance skills and criteria

GENERAL GOVERNANCE AND LEADERSHIP CRITERIA

Members with appropriate governance skills and experience are critical to a successful Board of Directors. Nominees for the upcoming Board elections should be able to demonstrate at least 3 of the 6 general governance competencies listed in the table below, at least at the “minimum” level and ideally at the “desired” level.

General Governance Skill/Experience	Explanation	Minimum Qualification	Desired, Nice-to-have Qualifications
Governance/Board	Experience serving on a Board internal and/or external to HL7.	Understanding of good Board practices; understanding of role of Board vs. CEO and support staff. Should be demonstrated through formal training or relevant experience.	2-5 years of experience serving on one or more medium (>\$5M) non-profit organization boards (or equivalent strategic committee).

Organization Change	Experience leading or actively participating in a significant business undergoing changes in its operational methods, processes, technologies, organizational structure, etc. including the effects these changes have on the organization.	At least one experience leading organizational change.	Multiple experiences leading organizational change.
Business Development	Experience identifying and pursuing growth opportunities in an organization.	2 years of business development experience.	5 years of business development experience.
Leadership	Leadership experience in a professional business environment internal and/or external to HL7.	2 years prior leadership experience within HL7 or other organizations for any Board position. 2 years prior leadership experience in HL7 <u>required</u> for Officer positions (Chair-elect, Secretary, Treasurer).	5 years of prior leadership experience within HL7 or other organizations for any Board position.
Business/Management Experience	Management level experience at a non-profit organization or other scientific, research, healthcare or non-healthcare related organization. Include any experience with sustainability, transition planning and emergency preparedness.	2 years of experience of management level experience.	5 years of management level experience. Ability to engage leaders at the organizations that HL7 serves.
Financial Management	Broad understanding of financial management	2 years of experience developing and monitoring	5 years of experience developing and monitoring

	principles, ability to foster an environment that encourages fiscal responsibility.	budget of medium sized (>\$5M) organization.	budget of medium sized (>\$5M) organization.
Communication	Strong written and verbal communication skills. Ability to effectively interact with and listen to board peers and the HL7 membership. Ability to represent HL7 at external events.	2 years of experience as a member of a Board or other group where effective communication and listening skills were crucial to the success of an organization or project.	5 years of experience as a member of a Board or other group where effective communication and listening skills were crucial to an organization or group's success. Experience as an active speaker at industry events and ability to engage C-suite and high-level decision makers at organizations that HL7 serves is highly desirable.
Strategic Planning	Experience with development, planning, evaluation, and implementation of a strategic plan. Focus on long-term goals and strategic outcomes.	2 years prior experience with strategic planning.	5 years of prior experience as a senior executive or member of a Board or organization responsible for oversight and implementation of strategic planning.

NON-GOVERNANCE SKILLS AND CRITERIA

In addition to governance skills, the following skills are valued and useful for Board participation.

Specific Skill	Depth and Clarity of Experience	Minimum Qualification	Desired, Nice-to-have Qualifications
HL7 Membership	Membership within HL7 International is required.	<u>Officers:</u>	Nothing beyond the minimum requirements as

		<p>Shall have been a current individual member or designated voting representative of a current organizational member of HL7 International for at least the last 2 years.</p> <p><u>HL7 Director:</u> Must be a current individual member or designated voting representative of a current organizational member of HL7 International.</p> <p><u>Affiliate Director:</u> Shall have been a designated voting representative of a current Affiliate of HL7 International for at least the last two years and shall have prior leadership experience in HL7 such as Affiliate Chair, committee or council chair, Work Group co-chair, or TSC member.</p>	external/outside perspectives and views are critical to effective Board decision-making.
Familiarity with Standards Landscape	Understanding of national (US) and international standards landscape.	3 years of national (US) and/or international standards activity, including participation in standard development organization (SDO) consensus processes, or implementing SDO-published	5 years of national (US) and/or international standards activity, including participation in standard development organization (SDO) consensus processes, or implementing SDO-published healthcare-

		healthcare-related standards in real world settings.	related standards in real world settings.
Fundraising	Experience successfully obtaining major funds/ grants/ gifts from government agencies, grant making organizations, foundations, and other organizations.	2 years of experience identifying and successfully obtaining major funders for a Board or organization.	5 years of experience identifying and successfully obtaining major funders for a Board or organization.
Sales/Marketing	Sales and marketing experience in the healthcare IT industry. Ability to suggest and create new revenue streams for a company or organization based on industry needs.	2 years of sales/marketing experience in the healthcare IT industry.	5 years of sales/marketing experience in the healthcare IT industry.
Implementation Experience	Technically based health IT system implementation experience. Familiarity <i>with using</i> implementation guides for software evaluation and/or system implementation. Experience in acquiring and/or implementing standards-based interfaces. Ability to articulate user reality and needs into technical language (e.g., technical requirements). Ability to convert technical language into concepts and requirements that are understandable for a non-technical audience.	Implementation Experience	Actual technically based health IT system implementation experience. Familiarity <i>with using</i> implementation guides for software evaluation and/or system implementation. Experience in acquiring and/or implementing standards-based interfaces. Ability to articulate user reality and needs into technical language (e.g., technical requirements). Ability to convert technical language into concepts and requirements that are understandable for a non-technical audience.

External Influencer	<p>Individuals who can have a bidirectional relationship with, and leadership position in, organizations of high relevance to HL7. The individual will have worked with other organizations outside of HL7 with the goal of bringing a different and diverse set of skills to the HL7 board.</p> <ul style="list-style-type: none"> • In addition to influencing the external organization, we would expect the individual to bring what they have learned from those organizations into HL7. • Examples include but not limited to: other standards organizations, government agencies, philanthropic trusts, researchers, and professional organizations. 	Ability to establish a bi-directional relationship to influence 2 relevant external organizations that are of high relevance to HL7.	Ability to establish a bi-directional relationship to influence 5 external organizations that are of high relevance to HL7.
Government	Employed or contractor either currently or in the past at a government agency with an understanding of their priorities and rule-making processes.	3 years of experience at a government agency.	5 years of experience at a government agency.
Clinical Experience	Delivers hands-on care to patients.	Must see patients at least weekly (e.g. afternoon clinic once a week).	Informatics experience is desired but not necessary.

	<ul style="list-style-type: none"> • Able to articulate how to improve the clinical practice of health care • Has external relationships with and influence in the clinical community 	<p>Must be regular user of the EHR and related technologies/ systems. Must understand and have first-hand experience with the issues involved in accomplishing work with current health IT software/systems.</p>	<p>Familiarity with HL7 International and the standards it develops is also desired.</p>
Research and Data Analytics Experience	<p>Understands how to research and use health-related data to make decisions and increase efficiencies.</p>	<p>3 years of professional experience evaluating data captured and shared for healthcare delivery including curation required for use in research and data analytic activities.</p>	<p>5 years of professional experience evaluating data captured and shared for healthcare delivery including curation required for use in research and data analytic activities.</p>
Patient Engagement and Patient Empowerment Experiences	<p>Patient Engagement: Experience developing and implementing patient engagement activities and understanding their impact on health outcomes, quality of life, patient and provider satisfaction, and health care costs.</p> <p>Patient Empowerment: Experience as a patient or care partner in a patient or caregiver community. Experience advocating in the</p>	<p>2 years of patient engagement experience</p> <p>2 years of patient empowerment experience</p>	<p>5 years of patient engagement experience</p> <p>5 years of patient empowerment experience</p>

	healthcare system for themselves and/or others to increase patient's access to information, reduce patient administrative burden, and increase patient autonomy for decision making through bi-directional exchange of healthcare information.		
Health Equity, Social Health, Social Determinants of Health and Community Health Experiences	Experience developing and implementing technical standards, policies, and health information technology initiatives to advance health equity, address social health needs, social determinants of health, and community health.	2 years of development and implementation of policies, standards, or health IT projects/programs related to health equity, social health and SDOH needs, or community health	5 years of development and implementation of policies, standards, or health IT projects/programs related to health equity, social health and SDOH needs, or community health

SPECIFIC SKILLS FOR THE 2022 ELECTION CYCLE

As HL7 strives to create a strong strategic Board, we understand the importance of having a mix of other non-governance skill sets that are useful in helping the Board and HL7 achieve their mission and goals. According to the HL7 Board, business development and leading organizational change are the most critical skills for candidates seeking to be elected to the HL7 Board during the current election cycle.

DIVERSITY ON THE HL7 BOARD OF DIRECTORS

The HL7 Board of Directors should have a variety of skills, backgrounds, and experience to assist the CEO and CSDO (Chief Standards Development Officer), CSIO (Chief Standards Implementation Officer) and DCSIO (Deputy Chief Standards Implementation Officer) lead the organization. The Board should not have any discriminatory practices and seek a diversity representing various cultures, races, genders, and stakeholders. HL7 practices and policies should align with HL7's policy on diversity, equity and inclusion as found at <https://www.hl7.org/documentcenter/public/legal/HL7-Statement-on-Diversity-Equity-and-Inclusion.pdf>