



IAHTM 2023 Annual Member Meeting  
 The Omni King Edward, Toronto, Ontario  
 Vanity Fair Ballroom  
 Saturday, September 30, 2023, 7:35am EST

Agenda
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|---|-----------------|
| 1. <i>Call To Order, President's Welcome, Conflict of Interest</i>  | Brendan O'Neill |
| 2. <i>Approval of Agenda</i><br><i>(Decision)</i>   | Brendan O'Neill |
| 3. <i>Review of Annual Meeting Minutes from 9/10/2022</i><br><i>(Decision)</i>  | Brendan O'Neill |
| 4. <i>Approval of New Member</i><br><i>Nova Scotia Health Authority-Central/Halifax</i>   | Brendan O'Neill |
| 5. <i>Bylaws – Proposed Amendments</i><br><i>(Decision)</i>   | Brendan O'Neill |
| 6. <i>Board Nominations</i><br><i>(Decision)</i>  | Brendan O'Neill |
| 7. <i>Treasurer Report</i> <ul style="list-style-type: none"> <li>• <i>Financial Statement YTD</i></li> <li>• <i>KPMG prepared audited statements for 2022</i></li> </ul> <i>(Decision)</i>   | Rocco Romeo     |
| 8. <i>Board Resolutions 2023</i><br><i>(Decision)</i>   | Brendan O'Neill |
| 9. <i>Committee Update</i><br><i>Membership and Marketing – Charles Berge</i><br><i>Purchasing Committee – Chris Hansen</i>   | Chairs          |
| 10. <i>Future Conferences</i> <ul style="list-style-type: none"> <li>• <i>2024 Annual Education Conference Palm Springs, Ca -May3-8th, 2024</i></li> <li>• <i>TexCare Tour – November 2024, Start in Frankfurt, Germany</i></li> <li>• <i>2025 Annual Education Conference Ft. Worth, Texas – September 12-17<sup>th</sup>, 2025</i></li> </ul> | Brendan O'Neill |
| 11. <i>Open Mic – IAHTM Members free to speak on a topic, idea or to the board</i>  |                 |
| 12. <i>Adjournment</i>  | Brendan O'Neill |



**IAHTM 2022 Annual Member Meeting Minutes**  
**The Marriott Oceanfront, Virginia Beach, Va.**  
**Saturday, September 10, 2022, 9:00am-10:30am EST**

**In attendance:** President, Meredith Bowery; 1<sup>st</sup> Vice President Brendan O'Neill, 2<sup>nd</sup> Vice President Charles Berge; Treasurer Rocco Romeo; US Directors: Chis Hansen, Bill Moyer; Canadian Directors: Malcolm Pallos, James Belliveau; Executive Director, Christy Carper; Member Delegates: Benjy Crenshaw, Becky Felker, Dave Haas, Gregg Hamilton, Mark Hoenemeyer, Steve Johnson, Ed McCauley, Bob Pfeifer, Jerry Price

AGENDA TOPIC	DISCUSSION	ACTION TAKEN
<b>Call To Order and President's Welcome</b>		<b>9:00am EST</b>
<b>Conflict of Interest</b>	<b>Meredith Bowery</b> , asked people to declare now or before discussion.	None at this time.
<b>Approval of the Agenda</b>	<b>Meredith Bowery</b> asked if there were any additions or changes to the agenda for today's meeting.	<b>MOTION</b> <i>It was moved by Brendan O'Neill, seconded by Charles Berge to approve the agenda as circulated.</i> <b>CARRIED</b>
<b>Minutes of the Last Meeting</b>	<b>Meredith Bowery</b> asked for any amendments/changes to the September 11, 2021, annual meeting minutes.	<b>MOTION</b> <i>It was moved by Charles Berge, seconded by Brendan O'Neill, to accept the minutes from the annual member meeting on September 11, 2021.</i> <b>CARRIED</b>
<b>New Members</b>	<b>Meredith Bowery</b> introduced IAHTM's two newest members, Southern Oregon Linen Service and West Virginia United Linen Services and asked the group to vote on them.	<i>It was unanimously voted by those attending the AGM for Southern Oregon Linen Service and West Virginia United Linen Services to become members of IAHTM.</i>
<b>By-Laws</b>	<b>Meredith Bowery</b> discussed the updated By-Laws distributed prior to the meeting. Meredith B. said they would be reviewed by	<b>MOTION</b> <i>It was moved by Brendan O'Neill,</i>

	<p>legal to make sure our updated/amended By-Laws are compliant and meet the new Canadian corporation act requirements. Meredith shared that most of the updates surrounded “definitions” and goal was to make sure all wording and terms were clear. Meredith Bowery read resolution:</p> <p>2. Be it resolved that the amended by-laws be accepted.</p>	<p><i>seconded by Charles Berge to approve the amended By-Laws as presented.</i>  <b>CARRIED</b></p>
<b>Articles of Continuance</b>	<p><b>Meredith Bowery</b>, read the Articles of Continuance and asked that the group vote on said articles.</p>	<p><b>MOTION</b>  <i>It was moved by Brendan O'Neill, seconded by James Belliveau to approve The Articles of Continuance as presented.</i>  <b>CARRIED</b></p>
<b>Slate of Officers</b>	<p><b>Meredith Bowery</b> reviewed that Chris Hansen stepped in for Nicole Grubich as a director in 2022. Brendan O'Neill would become the new president of IAHTM, Charles Berge, 1<sup>st</sup> VP, James Belliveau, 2<sup>nd</sup> VP and Rocco Romeo, Secretary/Treasurer. Meredith B. then read:</p> <p>3. Be it resolved that all elected and re-elected directors of the Corporation will hold office for 2 years beginning on January 1, 2023, until the annual meeting of shareholders, or until the successors are duly elected or appointed whichever first occurs.</p> <ul style="list-style-type: none"> <li>• Brendan O'Neill</li> <li>• Charles Berge</li> <li>• James Belliveau</li> <li>• Rocco Romeo</li> <li>• Chris Hansen</li> <li>• Bill Moyer</li> <li>• Steve Johnson</li> <li>• Malcolm Pallos</li> <li>• Meredith Bowery</li> </ul>	<p><b>MOTION</b>  <i>It was moved by Mark Hoenemeyer, seconded by Ed McCauley to approve the slate of officers as presented.</i>  <b>CARRIED</b></p>

<p><b>Treasurer's Report</b></p>	<p><b>Rocco Romeo</b> reviewed and answered questions pertaining to the audited financial statements ending 12/31/21. Year-end IAHTM had \$452,000.00 in the bank account. \$93,000.00 accounts receivable and ending the year with an excess of expenses over revenue of \$113,064.00. The question was asked on how we would handle the excess of cash due to COVID creating a hinderance to certain programs and events. Rocco R. stated that the board is strategically discussing different ways in which this money can be utilized. Discussion followed. It was mentioned that putting the money towards education and stepping up the amount of paid speakers would be one way to put the funds to good use. Rooco R. then reviewed the statements as of August 31<sup>st</sup> 2022, and stated that the cash balance was now at \$601,000.00 and discussed the revenue from membership dues and the rebate program. Year to date revenue over expendables is at \$28,640.00</p> <p><b>Governance</b></p> <p>Meredith Bowery read Resolution #1</p> <p>Be it resolved that the audited financial statements for the year ended December 31, 2021 be accepted.</p> <p>Meredith Bowery read Resolution #4</p> <p>Be it resolved that KPMG LLP Chartered Accounts be appointed auditors of the Corporation for the year ending December 31, 2022, the fee as negotiated with management on such terms as may be approved by the Board of Directors.</p>	<p><b>MOTION</b></p> <p><i>It was moved by Ed McCauley, seconded by Malcolm Pallos to accept and approve the audited financial statements as presented year ending 12/31/21, as presented.</i></p> <p><b>CARRIED</b></p> <p><b>MOTION</b></p> <p><i>It was moved by Brendan O'Neill , seconded by Charles Berge to remain with our accountants KPMG for the year ending 12/31/22.</i></p> <p><b>CARRIED</b></p>
<p><b>Governance</b></p>	<p><b>Meredith Bowery</b>, read Resolution #5.</p> <p>Be it resolved that all acts, proceedings, contracts, special By-Laws, resolutions, appointments, elections and payments enacted, made, done and taken by the directors of officers of the Corporation since</p>	<p><b>MOTION</b></p> <p><i>It was moved by Chris Hansen, seconded by Charles Berge, to approve Resolution #5 as read and presented.</i></p> <p><b>CARRIED</b></p>

	the last shareholder resolution of this nature was passed, as recorded in the books and records of the Corporation be and the same are hereby approved, ratified and confirmed.	
<b>Texcare</b>	<b>Rocco Romeo</b> , Introduced the plan for 2024 to travel to Texcare in Frankfort, Germany and incorporate some laundry tours with the help in logistical planning from Kannegiesser and Jensen. Rocco R. talked about the travel date of 11/8/24, attending Texcare on 11/9 and 11/10 and then proposed the travel plan ending on 11/16/24. Cost to IAHTM members hope to only be airfare. The committee will be asking for a commitment and deposit from membership once a more detailed agenda is finished. Discussion followed.	
<b>Upcoming Conference</b>	<b>Meredith Bowery</b> discussed the dates for the two upcoming conferences in 2023. The Spring Conference for the 2 <sup>nd</sup> Tier employees will be held in Philadelphia May 15-May 18 <sup>th</sup> . The host Bill Moyer explained the theme, location, education and events planned for this conference. Rocco Romeo talked about the Toronto Education Conference being held on 9/29 – 10/3 2023, which he will host. The topic of the 2024 conference and Texcare came up and Rocco R. stated that we would hold our education conference in the spring of that year. Ed McCauley offered to host.	
<b>Open Mic</b>	<b>Meredith Bowery</b> , opened the floor to each member. Topics covered were: building of 2 <sup>nd</sup> plant, staffing, importance of looking to automation in the future, new IAHTM delegates for existing members, labor issues with maintenance and driver positions, new washing system for carts, rising utility costs, poundage and hours need to process, back up if needed, unions and increases in wages, expansions needed to older plants and next steps, pricing, mandates with vaccines, ending with exciting times, but uncertain times. Discussion followed	
<b>Committee Reports</b>	<b>Meredith Bowery</b> requested chairs to update.	

	<p><b>Charles Berge</b> discussed the adding of Education Partners to each committee and how successful it has been so far. This strategy has added a new energy to each committee. <b>The Marketing and Membership Committee</b> has a few potential members that they are looking at and stated that the Education Partners have been helpful as a source in finding potential new members. Charles B. stated that <b>The Purchasing Committee</b> has been restructured, with quarterly reporting and rebate checks. Discussion followed. <b>Brendan O'Neill</b>, talked about the revival of <b>The Organic Growth Committee</b>, comprised of IAHTM members and Education Partner Linen Suppliers. Brendan O. discussed the objectives of the committee and next steps including a toolkit.</p>	
<b>Adjournment</b>	The meeting adjourned at 10:31am EST	

Tobias preliminary review notes

January 11, 2023

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## BY-LAW NO. 1

A by-law relating generally to the conduct of the affairs of

### INTERNATIONAL ASSOCIATION OF HEALTHCARE TEXTILE MANAGEMENT (the "Corporation")

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## SECTION 1 - General

### 1.01 Definitions

In this By-law and all other By-laws of the Corporation, unless the context otherwise requires:

- "Act" means the *Canada Not-for-profit Corporations Act*, S.C. 2009, c.23 including the Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time;
- "Articles" means the original or restated Articles of Incorporation or Articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation;
- "Board" means the board of directors of the Corporation and "director" means a member of the Board;
- "By-law" means this by-law and any other by-law of the Corporation as amended and which are, from time to time, in force and effect;
- "Corporation" means the International Association of Healthcare Textile Management.
- ~~"Meeting of Members" includes an annual meeting of Members or a special meeting of members.~~
- ~~"Delegate" means an individual representing a Member that is part of the Corporation and who is appointed by Member to have voting privileges from serve as its representative to and for the Corporation, and includes for the purposes of any meeting of Members, any person recognized by the chair of such meeting to be a properly designated nominee or representative of the applicable~~

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Member in the absence of the ability of that Delegate to attend, speak and vote on behalf of the applicable Member;

g) "Meeting of Members" includes an annual meeting of Members or a special meeting of members;

g)h) "Member" means any business entity with legal existence or status, which is not an individual, which is admitted as a Voting Member of the Corporation (as defined in the Articles) in accordance with this By-Law, law and continues to meet the conditions to remain a Member of the Corporation;

h)i) "Ordinary Resolution" means a resolution passed by a majority of not less than fifty percent (50%) plus one (1) of the votes cast by Members on that resolution;

i) ~~"Member" means any business entity with legal existence or status, which is not an individual, that is part of the Corporation.~~

j) "Proposal" means a proposal submitted by a Member of the Corporation that meets the requirements of Section 163 of the Act;

k) "Regulations" means the regulations made under the Act, as amended, restated or in effect from time to time;

l) "Special Meeting of Members" includes a meeting of members ~~and a special meeting at which matters instead of all members entitled or in addition to vote matters regularly addressed~~ at an annual general meeting of ~~members. Members are addressed;~~

m) "Special Resolution" means a resolution passed by a majority of not less than two-thirds (2/3) of the votes cast by ~~Voting~~ Members on that resolution.

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### 1.02 Interpretation

In the interpretation of this By-law, words in the singular include the plural and vice-versa, words in one gender include all genders, and "person" includes an individual, body corporate, partnership, trust and unincorporated organization. Other than as specified in Section 1.01 above, words and expressions defined in the Act have the same meanings when used in these By-laws.

### 1.03 Corporate Seal

The Corporation may have a corporate seal in the form approved from time to time by the Board. If a corporate seal is approved by the Board, the officer of the Corporation designated by the Board shall be the custodian of the corporate seal.

### 1.04 Execution of Documents

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Corporation may be signed by any two (2) of its officers or directors.

In addition, the ~~board~~Board may from time to time direct the manner in which, and the person or persons by whom, a particular document or type of document shall be executed. Any person authorized to sign any document may affix the corporate seal (if any) to the document. Any signing officer may certify a copy of any instrument, resolution, By-law or other document of the Corporation to be a true copy thereof.

### 1.05 Financial Year End



The financial year end of the Corporation shall be determined by the Board.

#### 1.06 Banking Arrangements

The banking business of the Corporation shall be transacted at such bank, trust company or other firm or corporation carrying on a banking business in Canada or elsewhere as the Board may designate, appoint or authorize from time to time by resolution. The banking business or any part of it shall be transacted by an officer or officers of the Corporation and/or other persons as the Board may by resolution from time to time designate, direct or authorize.

#### 1.07 Annual Financial Statements

The Corporation may, instead of sending copies of the annual financial statements and other documents referred to in subsection 172(1) of the Act to the Members, publish a notice to its Members stating that the annual financial statements and documents provided in subsection 172(1) are available at the registered office of the Corporation and any Member may, on request, obtain a copy free of charge at the registered office or by prepaid mail.

### SECTION 2 - Membership and Meetings of Members

#### 2.01 Qualification and Admission of Members

a) Any Member may nominate ~~an Organization~~ a business entity for admission ~~into as a Member of~~ the Corporation in writing delivered to the Executive Director. The Executive Director shall require the nominee entity to complete a new Member application which shall include the name of the chief executive or other executive officer the nominee proposes to serve as the Delegate of that Member. Once completed, the Executive Director shall forward the new Member application to the President for review and consideration. Despite the terms of the Articles, new Members shall only be admitted as Voting Members. No additional Honorary Members (as defined in the Articles) are to be appointed.

b) a) The Board may by resolution approve the admission of any ~~Organization~~ business entity nominated to be a Member:

- i. which is an autonomous ~~Organization~~ business entity formed and operated for the purpose of providing shared laundry and textile services to one or more hospitals or healthcare institutions;
- ii. owned by, governed by or under the control of one or more hospitals or healthcare institutions recognized by the Board as qualifying hospitals or healthcare institutions;
- iii. which has a management, ownership and control arrangement which, in the determination of the Board, is consistent and compatible with similar arrangements for other Members, and without limitation, not a broad-based contract management arrangement for multiple independent or unrelated customers; and
- iv. which agrees to:
  - A. a full and free exchange of information, policies, business practices and other information of use and interest to other Members;
  - B. strive consistently to provide better service to healthcare organizations to the end that patient care may be enhanced at the most economical cost;

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- C. adhere to the highest possible industry standards for textile processing and washing; ~~and~~
- D. ~~The~~the admission of ~~an Organization~~a nominee as a Voting Member shall not take effect unless and until its admission is approved as provided in B. above and ~~is~~ confirmed by Special Resolution.

## 2.02 Transfer and Withdrawal Matters

- a) Membership shall not be transferrable; ~~and~~
- b) ~~An Organization or~~any Member shall have the right to resign or withdraw from membership with the Corporation as provided in Section 3.03.

## 2.03 Notice of Meeting of Members

Notice of the time and place of a meeting of Members shall be given to each Member by the following means:

- a) by electronic mail, regular mail, courier or personal delivery to each Member during a period of thirty (30) to sixty (60) days before the day on which the meeting is to be held; or
- b) by telephonic, electronic or other communication facility to each Member during a period of thirty (30) to thirty-five (35) days before the day on which the meeting is to be held.

## 2.05 Absentee Voting by Mail Ballot

Pursuant to subsection 171(1) of the Act, a Member may vote by mailed-in ballot, or electronically-filed ballot, if the Corporation has a system approved by the Board that:

- a) enables the votes to be gathered in a manner that permits their subsequent verification; ~~and~~
- b) permits the tallied votes to be presented to the Corporation without it being possible for the Corporation to identify how each Member voted.

# SECTION 3 — Membership Dues, Conduct and Discipline

## 3.01 Membership Dues

Members shall be notified in writing of the membership dues determined by the Board to be payable by them and, if any are not paid within one (1) calendar month of the membership renewal date fixed by the Board, the Members in default shall automatically cease to be Members of the Corporation, unless determined otherwise by a resolution of the Board.

## 3.02 Conduct of Members

- a) Members shall:
  - i. treat all information and data disclosed to them by any other Members as secret and confidential, and not to be used for any other purpose detrimental to the disclosing Member, unless the disclosing Member agrees otherwise in writing; ~~and~~
  - ii. be open and honest in all business dealings; ~~and~~
  - iii. provide assistance to other Members without deriving profit from that assistance; ~~and~~

- iv. promote cooperation and friendship among Members from all countries; ~~and~~
  - v. if the ~~member~~Member or ~~delegate~~Delegate, behaves in a manner ~~detrimental~~contrary to the IAHTM Code of Conduct, as defined by the Board ~~of Directors, said member, that~~ Member or ~~delegate can~~Delegate may be ~~removed~~prohibited from participating in ~~IAHTM events, any meeting of Members, any other activity or event of the~~ Association, corporation, or may be removed or expelled as ~~per Sec. 3.03 and 3.04 a~~ Member or Delegate (as the case may be) in accordance with this By-law.
- b) The requirements of Members under this Section 3.02 shall be printed on the invoice to Members for the payment of their annual dues.

### 3.03 Termination of Membership

A membership in the Corporation is terminated when:

- a) ~~A~~ Member, ~~represented by a Delegate,~~ is dissolved or ceases to have legal existence; ~~i~~
- b) a Member fails to maintain any applicable qualifications for membership described in Section 2 of this By-law; ~~i~~
- c) the Member resigns by delivering a written resignation to the chair of the Board in which case such resignation shall be effective on the date specified in the resignation; ~~i~~
- d) the Member is expelled ~~or terminated as a Member~~ in accordance with Section 3.04 below or is otherwise terminated in accordance with the Articles or By-laws; ~~i~~
- e) the Member's term of membership expires; or
- f) the Corporation is dissolved, liquidated or wound-up.

Subject to the Articles, upon any termination of membership, the rights of the Member, including any rights in the property of the Corporation, shall automatically cease to exist without further notice or action of any kind whatsoever.

### 3.04 Discipline of Members

The Board shall have authority to suspend or expel any Member, or ~~delegates~~suspend or expel any ~~Delegate of any Member,~~ from the Corporation, ~~its meetings, events its proceedings~~ for any one or more of the following grounds, following an internal investigation led by ~~any one person or persons~~ nominated by the Board ~~designate for that purpose:~~

- a) violating any provision of the Articles, By-laws, or written policies of the Corporation, including the ~~corporation's "Corporation's~~ Code of Conduct" as ~~defined~~approved by the Board ~~of Directors from time to time;~~
- b) carrying out or engaging in any conduct which may be detrimental to the Corporation, ~~its reputation or interests,~~ as determined by the Board in its sole discretion; or
- c) for any other reason that the Board in its sole and absolute discretion considers to be reasonable, having regard to the purpose of the Corporation.

In the event that the Board determines that a Member, ~~or delegate,~~ should be expelled or suspended from membership in the Corporation, ~~or a Delegate of a Member expelled or suspended from his or her role as a Delegate,~~ the President, or such other officer as may be designated by the Board, shall provide twenty (20) days' notice of suspension or expulsion to the Member and shall provide reasons for the proposed suspension or expulsion. The Member may make written submissions to the President, or

such other officer as may be designated by the Board, in response to the notice received within such twenty (20) day period. In the event that no written submissions are received by the President, the President, or such other officer as may be designated by the Board, may proceed to notify the Member that the Member or ~~delegate~~its Delegate as applicable, is suspended or expelled from membership ~~in the Corporation or from his or her role as a Delegate~~. If written submissions are received in accordance with this section, the Board will consider such submissions in arriving at a final decision and shall notify the Member in writing concerning such final decision within a further twenty (20) days from the date of receipt of the submissions. The Board's decision shall be final and binding on the Member and/or delegateDelegate (as the case may be), without any further right of appeal except as outlined in these ~~by laws. If the delegate is suspended, or expelled, the Member may designate a different delegate, providing said delegate meets the requirements of these by~~By-laws.

## **SECTION 4 — Meetings of Members**

### **4.01 Persons Entitled to be Present**

The only persons entitled to be present at a meeting of Members shall be the ~~delegates~~duly appointed or accepted Delegates of Members, the directors, the public accountant of the Corporation and such other persons who are entitled or required under any provision of the Act, Articles or By-laws of the Corporation to be present at the meeting. Any other person may be admitted only on the invitation of the chair of the meeting or by resolution of the Members.

### **4.02 Chair of the Meeting**

The President shall serve as the chair of each meeting of Members. If the President is absent, the First Vice-President shall serve as the chair of the meeting of Members. In the event that the President and First Vice-President are absent, the Members who are present and entitled to vote at the meeting shall choose one of their number or another director of the Corporation to chair the meeting.

### **4.03 Quorum**

A quorum at any meeting of the Members (unless a greater number of Members are required to be present by the Act) shall be forty percent (40%) of the Members in good standing and entitled to vote at the meeting. Members voting by mail in ballot shall not be included in the determination of quorum. If a quorum is present at the opening of a meeting of Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting.

### **4.04 Votes to Govern**

At any meeting of Members every question shall, unless otherwise provided by the Articles or By-laws or by the Act, be determined by a majority of the votes cast on the questions. In case of an equality of votes either on a show of hands or on a ballot or on the results of electronic voting, the chair of the meeting in addition to an original vote shall have a second or casting vote.

### **4.05 Adjournment**

The chair of any meeting of Members shall have the right to adjourn any meeting of Members with the approval of the Members by Ordinary Resolution.

#### 4.06 Nomination and Election of Directors by Members

A nominating committee comprised of the three (3) most recent Past Presidents of the Corporation, and chaired by the most recent Past President, shall prepare and submit to the Board for inclusion in the notice of meeting at which those directors are to be elected, a slate of nominees to serve as directors, setting out their proposed term of service and whether or not they are also nominated to hold a position as an officer of the Corporation. Where a Past President has retired ~~from as an employee or~~ representative of the Member, the Board will appoint a replacement director to sit on the nominating committee to ensure industry continuity.

### SECTION 5 — Directors

#### 5.01 Election and Term

Members shall elect the directors at the first meeting of Members and at each succeeding annual meeting of Members at which an election of directors is required. Each director shall serve a term commencing at the end of the annual meeting of Members at which they were elected and ending at the conclusion of the second annual meeting of Members after their election. One half (1/2) of the authorized number of directors shall retire and be elected at each annual meeting of Members.

#### 5.02 Casual Vacancies and Increase in Number of Directors

In addition to the right of directors to fill casual vacancies of directors between meetings of Members, the directors may appoint one or more directors, who shall hold office for a term expiring not later than the close of the next annual meeting of Members, but the total number of directors so appointed may not exceed one-third (1/3) of the number of directors elected at the previous annual meeting of Members.

### SECTION 6 — Meetings of Directors

#### 6.01 Duties and Number

The affairs of the Corporation shall be managed by the Board. ~~The Board shall consist of not less than eight (8) directors, but not more than ten (10), or such other number of directors fixed from time to time by Special Resolution~~ The Articles provide for a range of directors with a minimum of three (3) and a maximum of (15) directors. The authorized number of directors within such minimum and maximum number is now fixed at ten (10). The Members may, from time to time by Ordinary Resolution, fix the number of directors of the Corporation. The number of directors to be elected at annual meetings of the Members or delegate those powers to the directors. No decrease in the number of directors shall shorten the term of an incumbent director.

#### 6.02 Calling of Meetings

Meetings of the Board may be called by the President (who shall serve as chair of the Board), the First Vice-President or any three (3) directors at any time. If the Corporation has only one (1) director, that director may call and constitute a meeting.

#### 6.03 Notice of Meeting

Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in Section 8.01 of this By-law to every director of the Corporation not less than seven (7) days before the time when the meeting is to be held. Notice of a meeting shall not be necessary if all of the directors are present, and none objects to the holding of the meeting, or if those absent have waived notice of or have otherwise signified their consent to the holding of such meeting. Notice of an adjourned meeting is not required if the time and place of the adjourned meeting is announced at the original meeting. Unless this By-law otherwise provides, no notice of meeting need specify the purpose or the business to be transacted at the meeting except that a notice of meeting of directors shall specify any matter which contemplates the appointment of a managing director or executive committee to whom certain powers of the Board are to be delegated.

#### 6.04 Regular Meetings

The Board may appoint a day or days in any month or months for regular meetings of the Board at a place and hour to be named. A copy of any resolution of the Board fixing the place and time of such regular meetings of the Board shall be sent to each director promptly after being passed, but no other notice shall be required for any such regular meeting except if the subject of that meeting is in any way to delegate the authority of the Board to any managing director or executive committee.

#### 6.05 Quorum and Votes to Govern

- a) The number of directors which shall form a quorum for the transaction of business shall not be less than five (5). Despite any vacancy among the directors, a quorum of five (5) directors may exercise all the powers of the Board.

b) In the event of an equality of votes on any resolution of the Board, the chair of the Board shall not have a second or casting vote.

~~b)c)~~ Upon and subject to the confirmation of the amendment to By-Law No. 1 by the ~~members~~Members of the Corporation, any one officer or director is hereby authorized and directed to file a copy of such amendment with the Director under the Canada Not-for-profit Corporations Act and such other government agency as that one officer or director may determine to be necessary.

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#### 6.06 Committees

The Board may from time to time appoint any committee or other advisory body, as it deems necessary or appropriate for such purposes and, subject to the Act, with such powers as the Board shall see fit. Any such committee may formulate its own rules of procedure, subject to such regulations or directions as the Board may from time to time make. Any committee member may be removed by resolution of the Board.

### SECTION 7 — Officers

#### 7.01 Description and Term of Offices

Save and except for the Secretary (which need not be appointed), the following officers shall be appointed from among the directors of the Corporation, unless otherwise specified by the Board. The

term of office of each officer in the position described below shall be the lesser of the term of that officer's appointment as a director or until the end of the second (2<sup>nd</sup>) annual meeting of Members, whichever first occurs. The following officers shall have the following duties and powers associated with their positions:

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- a) President – the President shall be the chief executive officer of the Corporation and shall be responsible for implementing the strategic plans and policies of the Corporation. The President shall, subject to the authority of the Board, have general supervision of the affairs of the Corporation. The President, shall, when present, preside as chair at all meetings of the Board and of the Members. The President shall have such other duties and powers as the Board may specify~~;~~
- b) First Vice-President – the First Vice-President, who shall be the President elect, shall be vested with all the powers and shall perform all of the duties of the President in the absence, inability or refusal to act of the President. The First Vice-President shall be responsible for obtaining new sponsors and retaining existing sponsors for the meetings and conferences of the Corporation~~;~~
- c) Second Vice-President – the Second Vice-President shall be responsible for the development and direction of a continuing education program to serve the needs of the Members of the Corporation. The Second Vice-President shall assess the membership's interests and promote, advise, design and/or present topics in the development of the continuing education and development of the skills and knowledge of the membership~~;~~
- d) Secretary – if appointed, the Secretary shall attend and be the secretary of all meetings of the Board, ~~members~~Members and committees of the Board. The Secretary shall enter or cause to be entered in the Corporation's minute book, minutes of all proceedings at such meetings; the Secretary shall give, or cause to be given, as and when instructed, notices to Members, directors, the public accountant and members of committees. If appointed, the Secretary shall be the custodian of all books, papers, records, documents and other instruments belonging to the Corporation~~;~~
- e) Treasurer - the Treasurer shall have custody of all monies and the records of the Corporation. The Treasurer shall openly and honestly report the financial condition of the Corporation to Members at meetings of Members and shall keep account of all expenses and pay all invoices due by the Corporation to minimize any late charges imposed on the Corporation~~;~~ and
- f) Past President – the Past President shall be the person who has completed his or her term as the President and has been replaced as President.

The powers and duties of all other officers of the Corporation shall be such as the terms of their engagement call for or the Board or President requires of them. The Board may from time to time and subject to the Act, vary, add to or limit the powers and duties of any officer.

#### 7.02 Executive Director

- a) Unless determined otherwise by the Board, the Corporation shall engage an Executive Director as an independent contractor and not an employee of the Corporation on terms satisfactory to the Board, provided that in no event shall any contract for the engagement of any Executive Director have a term of greater than three (3) years~~;~~

- b) ~~At~~ any time, the term of the existing engagement of the Executive Director has expired or has otherwise been terminated, the Members may make nominations for the position of the Executive Director to the Board~~;~~
- c) ~~The~~ Executive Director shall ensure the continuity of the business and affairs of the Corporation and shall have such other duties and authority as may be determined appropriate by the Board ~~and~~
- d) ~~The~~ Executive Director shall have a right to attend but not vote at meetings of the Board and Members.

### 7.03 Vacancy in Office

In the absence of a written agreement to the contrary, the Board may remove, whether for cause or without cause, any officer of the Corporation in his or her capacity ~~of~~ as an officer (but not director). Unless so removed, an officer shall hold office until the earlier of:

- a) the officer's successor being appointed~~;~~
- b) the officer's resignation~~;~~
- c) such officer ceasing to be a director (if a necessary qualification of appointment); or
- d) such officer's death.

If the office of any officer of the Corporation shall be or become vacant, the Board may, appoint a person to fill such vacancy.

## SECTION 8 — Notices

### 8.01 Method of Giving Notices

Any notice (which term includes any communication or document) to be given (which term includes sent, delivered or served), other than notice of a meeting of Members or a meeting of the Board, pursuant to the Act, the Articles, the By-laws or otherwise to a Member, director, officer or member of a committee of the Board or to the public accountant shall be sufficiently given:

- a) if delivered personally to the person to whom it is to be given or if delivered to such person's address as shown in the records of the Corporation or in the case of notice to a director to the latest address as shown in the last notice or public filing that was sent by the Corporation to the Director under the Act; or
- b) if mailed to such person at such person's recorded address by prepaid ordinary or air mail; or
- c) if sent to such person by telephonic, electronic or other communication facility at such person's recorded address for that purpose; or
- d) if provided in the form of an electronic document in accordance with the applicable provisions of the Act.

A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as provided above; a notice so mailed shall be deemed to have been given when deposited in a post office or public letter box; and a notice so sent by any means of transmitted or recorded communication shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch.



Any officer or the Executive Director may change or cause to be changed the recorded address of any Member, director, officer, public accountant or member of a committee of the Board in accordance with any information believed by that officer or the Executive Director to be reliable. The declaration by such officer or the Executive Director that notice has been given pursuant to this By-law shall be sufficient and conclusive evidence of the giving of such notice. The signature of any director or officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.

### 8.02 Invalidity of any Provisions of this By-Law

The invalidity or unenforceability of any provision of this By-law shall not affect the validity or enforceability of the remaining provisions of this By-law.

### 8.03 Omissions and Errors

The accidental omission to give any notice to any Member, director, officer, member of a committee of the Board or public accountant, or the non-receipt of any notice by any such person where the Corporation has provided notice in accordance with the By-laws or any error in any notice not affecting its substance shall not invalidate any action taken at any meeting to which the notice pertained or otherwise founded on such notice.

## SECTION 9 — Dispute Resolution

Disputes or controversies among Members, Delegates, directors, officers or committee members, or volunteers of the Corporation ~~are as much as possible which cannot be settled by cooperative discussion and negotiations, are~~ to be resolved in accordance with mediation and/or arbitration as provided in Section 9.01 of this By-law.

### 9.01 Dispute Resolution Mechanism

In the event that a dispute or controversy among Members, Delegates, directors, officers, committee members or volunteers of the Corporation arising out of or related to the ~~articles~~Articles or ~~by~~By-laws, or out of any aspect of the operations of the Corporation is not resolved in private meetings between the parties, then without prejudice to or in any other way derogating from the rights of the Members, directors, officers, committee members, employees or volunteers of the Corporation as set out in the Articles, By-laws or the Act, and as an alternative to such person instituting a law suit or legal action, such dispute or controversy shall be settled by a process of dispute resolution as follows:

- a) ~~The~~the dispute or controversy shall first be submitted to a panel of mediators whereby the one party appoints one (1) mediator, the other party (or if applicable the Board) appoints one (1) mediator, and the two (2) mediators so appointed jointly appoint a third (3rd) mediator. The three (3) mediators will then meet with the parties in question in an attempt to mediate a resolution between the parties~~;~~
- b) ~~The~~the number of mediators may be reduced from three (3) to one (1) or two (2) upon agreement of the parties~~;~~

- c) ~~If~~ the parties are not successful in resolving the dispute through mediation, then the parties agree that the dispute shall be settled by arbitration before a single arbitrator, who shall not be any one of the mediators referred to above, in accordance with the provincial or territorial legislation governing domestic arbitrations in force in the province or territory where the registered office of the Corporation is situated or as otherwise agreed upon by the parties to the dispute. The parties agree that all proceedings relating to arbitration shall be kept confidential and there shall be no disclosure of any kind. The decision of the arbitrator shall be final and binding and shall not be subject to appeal on a question of fact, law or mixed fact and law; ~~and~~
- d) ~~All~~ costs of the mediators appointed in accordance with this Section shall be borne equally by the parties to the dispute or the controversy. All costs of the arbitrators appointed in accordance with this Section shall be borne by such parties as may be determined by the arbitrators.

## SECTION 10 – Amendment by Special Resolution

### 10.01 Initial Approval and Effect

This By-law shall come into effect upon approval by the Board. The Board shall present this By-law to the Members at the first ensuing meeting of Members for confirmation with or without amendment as provided below.

### 10.02 Requirement for Special Resolution

This By-law may be amended at any time with the approval of the majority of the Board, confirmed by a Special Resolution of the Members. For certainty, no amendment to this By-law shall have effect or come into operation until confirmed by the Special Resolution of the Members in accordance with this By-law.

Passed and enacted by the director of the Corporation the \_\_\_\_\_ day of \_\_\_\_\_, 2023.

President \_\_\_\_\_ Secretary \_\_\_\_\_

Confirmed by the Members shareholder of the Corporation by Special Resolution the \_\_\_\_\_ day of \_\_\_\_\_, 2023.

Secretary

4881-9219-5912, v. 3

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## **Resolutions for IAHTM Annual Meeting September 30<sup>th</sup>, 2023**

1. Be it resolved that the audited financial statements for the year ended December 31, 2022, be accepted.
2. Be it resolved that all elected and re-elected directors of the Corporation will hold office for 2 years beginning on January 1, 2024, until the annual meeting of shareholders, or until the successors are duly elected or appointed whichever first occurs.
  - Brendan O'Neill
  - Charles Berge
  - Chris Hansen
  - Rocco Romeo
  - Bill Moyer
  - Steve Johnson
  - Malcolm Pallos
  - Meredith Bowery
  - Lumey Gamboa
3. Be it resolved that KPMG LLP Chartered Accountants be appointed auditors of the corporation for the year ending December 31, 2023, the fee negotiated with management on such terms as may be approved by the Board of Directors.
4. Be it resolved that all acts, proceedings, contracts, special by laws, resolutions, appointments, elections and payments enacted, made done and taken by the directors and officers of the Corporation since the last shareholder resolution of this nature was passed, as recorded in the books and records of the Corporation be and the same are hereby approved, ratified and confirmed.

Financial Statements of

**INTERNATIONAL  
ASSOCIATION OF  
HEALTHCARE TEXTILE  
MANAGEMENT**

And Independent Practitioners' Review Engagement  
Report thereon

Year ended December 31, 2022  
(In U.S. Dollars)

# INTERNATIONAL ASSOCIATION OF HEALTHCARE TEXTILE MANAGEMENT

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Year ended December 31, 2022

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KPMG LLP  
863 Princess Street, Suite 400  
Kingston ON K7L 5N4  
Canada  
Tel 613-549-1550  
Fax 613-549-6349

## **INDEPENDENT PRACTITIONERS' REVIEW ENGAGEMENT REPORT**

To the Members of International Association of Healthcare Textile Management

We have reviewed the accompanying financial statements of International Association of Healthcare Textile Management, which comprise the statement of financial position as at December 31, 2022, statement of operations and changes in net assets and statement of cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Practitioners' Responsibility*

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.



Page 2

*Conclusion*

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of International Association of Healthcare Textile Management as at December 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Professional Accountants, Licensed Public Accountants  
Kingston, Canada



# INTERNATIONAL ASSOCIATION OF HEALTHCARE TEXTILE MANAGEMENT

## Statement of Financial Position

December 31, 2022, with comparative information for 2021  
(In U.S. Dollars)

	2022	2021
<b>Assets</b>		
Current assets:		
Cash	\$ 572,990	\$ 452,690
Accounts receivable	156,033	93,129
Prepaid expenses	79,339	33,544
	808,362	579,363
Incorporation cost	11,255	11,255
	\$ 819,617	\$ 590,618
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities (note 2)	\$ 15,377	\$ 6,538
Deferred revenue	—	—
	15,377	6,538
Net assets:		
Unrestricted	804,240	584,080
	\$ 819,617	\$ 590,618

See accompanying notes to financial statements.

# INTERNATIONAL ASSOCIATION OF HEALTHCARE TEXTILE MANAGEMENT

## Statement of Operations and Changes in Net Assets

Year ended December 31, 2022, with comparative information for 2021  
(In U.S. Dollars)

	2022	2021
Revenue:		
Membership, conference, and sponsorship	\$ 531,462	\$ 418,043
Expenses:		
Conferences	179,696	210,846
Consulting fees	90,730	60,388
Office and general	5,423	24,051
Professional fees	5,079	4,562
Advertising and promotion	4,319	2,400
Insurance	1,969	2,061
Foreign exchange loss	12,801	363
Interest and bank charges	993	312
Benchmarking study	8,000	—
Sponsorship	2,292	—
	311,302	304,983
Excess of revenue over expenses	220,160	113,060
Net assets, beginning of year	584,080	471,020
Net assets, end of year	\$ 804,240	\$ 584,080

See accompanying notes to financial statements.

# INTERNATIONAL ASSOCIATION OF HEALTHCARE TEXTILE MANAGEMENT

## Statement of Cash Flows

Year ended December 31, 2022, with comparative information for 2021  
(In U.S. Dollars)

	2022	2021
Cash provided by (used for):		
Operating activities:		
Excess of revenue over expenses	\$ 220,160	\$ 113,060
Change in non-cash operating working capital:		
Accounts receivable	(62,904)	61,721
Prepaid expenses	(45,795)	—
Accounts payable and accrued liabilities	8,839	(5,880)
Deferred revenue	—	(3,000)
Increase in cash	120,300	165,901
Cash, beginning of year	452,690	286,789
Cash, end of year	\$ 572,990	\$ 452,690

See accompanying notes to financial statements.

# INTERNATIONAL ASSOCIATION OF HEALTHCARE TEXTILE MANAGEMENT

Notes to Financial Statements

Year ended December 31, 2022  
(In U.S. Dollars)

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The International Association of Healthcare Textile Management (the "Association") was incorporated under the applicable provisions of the Corporations Act (Ontario) in 2012. The Association's purpose is to provide a network of experts in the textile management industry, to share ideas and information for the mutual and continuing success of the member's respective laundry cooperatives.

## 1. Significant accounting policies:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations. The Association's significant accounting policies are summarized as follows:

### (a) Revenue recognition:

Revenue consists of memberships, conferences and educational sponsorships. Revenue is recognized as services are provided, collection of the related receivable is probable, persuasive evidence of an arrangement exists and the revenue is fixed or determinable. Fees received in advance are deferred until the services are provided.

### (b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently measured at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Association has not elected to subsequently carry its financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs. These costs are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Association determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Association expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

# INTERNATIONAL ASSOCIATION OF HEALTHCARE TEXTILE MANAGEMENT

Notes to Financial Statements (continued)

Year ended December 31, 2022  
(In U.S. Dollars)

---

## 1. Significant accounting policies (continued):

### (c) Foreign current translation:

Monetary items denominated in a foreign currency and non-monetary items carried at market are adjusted at the statement of financial position date to reflect the exchange rate in effect at that date. Exchange gains and losses are included in the determination of the excess of revenue over expenses (expenses over revenue) for the period.

### (d) Incorporation costs:

Incorporation costs are recognized as an asset provided they meet the capitalization criteria, which include the Association's ability to demonstrate that the asset will generate future economic benefits.

Incorporation costs are not amortized and are tested for impairment whenever changes in circumstance indicate that the carrying amount may exceed the fair value. When the carrying amount exceeds its fair value, an impairment loss is charged to incorporation costs in an amount equal to the excess. An impairment loss is not subsequently reversed.

### (e) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from these estimates.

## 2. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities is \$Nil (2021 - \$Nil) related to government remittances.

## 3. Financial risk and concentration of risk:

### (a) Liquidity risk:

Liquidity risk is the risk that the Association will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Association manages its liquidity risk by monitoring its operating requirements. The Association prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

# INTERNATIONAL ASSOCIATION OF HEALTHCARE TEXTILE MANAGEMENT

Notes to Financial Statements (continued)

Year ended December 31, 2022  
(In U.S. Dollars)

---

## **3. Financial risk and concentration of risk (continued):**

### **(b) Credit risk:**

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Association is exposed to credit risk with respect to cash and accounts receivable. The Association assesses, on a continuous basis, accounts receivable and provides for any amounts that are not considered collectible in an allowance for doubtful accounts. The balance in the allowance for doubtful accounts as at December 31, 2022 is \$Nil (2021 - \$Nil).

### **(c) Currency risk:**

The Association is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates since certain cash, accounts receivable, and accounts payable and accrued liabilities are denominated in Canadian dollars. The Association does not currently enter into forward contracts to mitigate this risk. During the year, foreign exchange differences amounted to a loss of \$12,801 (2021 - loss of \$363).

There have been no significant changes to the risk exposures from 2021.



## Working Draft Strategic Plan

*Created at the February 20-21, 2023, Strategic Planning Session*

*Version 2 – as of May 19, 2023*



**Prepared by:**

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Senior Consultant

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# Timeless Core Ideology

**Core ideology** describes an organization's consistent identity that transcends all changes related to its relevant environment. Core ideology consists of three elements: the Core Purpose, Mission and Core Values. The **Core Purpose** is the organization's reason for being. The **Mission** describes who we are, what we do, and at a high level, how we do it. Our **Core Values** are the essential and enduring principles that guide the behavior of the organization.

## CORE PURPOSE

IAHTM promotes the success of healthcare textile professionals, partners, and customers through education, collaboration, and industry engagement.

## MISSION

IAHTM is a community of healthcare textile professionals committed to supporting, advocating, and enhancing the healthcare textile industry through education, exchange of effective practices, networking, and shared learning.

## CORE VALUES

- **Integrity** - Demonstrated by a reputation for honesty and openness as a respected community of healthcare textile industry professionals.
- **Collaboration** - Demonstrated by a culture of information sharing and a commitment to lifelong learning and continuous improvement.
- **Respect** - Demonstrated by a shared commitment to all health care providers and the healthcare textile industry with equal treatment of all stakeholders.
- **Sustainability** - demonstrated by the inherent reusable nature of the products IAHTM laundries provide and the focus on a reduced environmental footprint.



## Envisioned Future

The Envisioned Future conveys a concrete yet unrealized future for the organization. It consists of two elements: a **Vision** – a clear and compelling catalyst that serves as a focal point for effort, and a **Vivid Description** - a vibrant and engaging description of what it will be like to achieve the Vision. The Vivid Description articulates how the world could be different for the organization's key stakeholders based on the work that it carries out. Together the two Envisioned Future elements describe the intersection of what a group is passionate about, what they do best, and what they can collectively marshal the resources to accomplish on behalf of their mission and members.

### VISION

**IAHTM's collaborative community of healthcare textile professionals and partners work together to create a safe, sustainable, and efficient healthcare textile industry.**

### VIVID DESCRIPTION OF A DESIRED FUTURE

IAHTM is recognized for leading the healthcare laundry industry by providing education, leadership development, best practices, and benchmarking for hygienically clean healthcare textiles. IAHTM members actively collaborate with other members, supplier partners, sponsors, and other stakeholders to build long-lasting and mutually beneficial partnerships that advance the industry. Networking opportunities created within IAHTM drive innovation, streamline communication, remove barriers, share effective practices, and increase efficiencies. IAHTM members are seen as industry experts and are supported by strong relationships across the supply chain. Members and partners promote excellence in healthcare textiles with innovative products and services to improve industry standards, increase efficiencies, control cost, introduce new technology, and improve sustainability.

# Draft Goals, Objectives, and Strategies

**Goals** serve the organization for the next three to five years. They are outcome-oriented statements that represent what will constitute the organization's future success. The achievement of each goal will move IAHTM towards the realization of its vision.

**Objectives** describe what we want to have happen with an issue. What would constitute success in observable or measurable terms? They indicate a direction – increase, expand, decrease, reduce, consolidate, abandon, all, distribute, none. Objectives have a three to five-year timeframe and are reviewed every year by the Board. Strategies describe how the association will commit its' resources to accomplishing the goal. They bring focus to operational allocation of resources and indicates an activity – redesign, refine, create, identify, revise, develop, improve, enhance, implement, establish.

**Strategies** have a one to three-year timeframe reviewed every year by the Board. Strategies set strategic priorities for committees, staff, and all other work groups.

## Priority Levels for Strategies

- Critical: Work on this strategy must be completed in the coming year
- Immediate: Work on this strategy must occur in the coming year
- Intermediate: Work on this strategy should occur in the coming year if possible
- Later: Work on this strategy can wait until subsequent year if necessary

## GOAL A: MEMBERS

**Goal:** IAHTM will support current leaders and develop the next generation to maintain continuity of expertise and provide best in class service to its customers.

## GOAL B: EMPLOYEES

**Goal:** Employees will master best practices through education and training.

## GOAL C: PARTNERS AND STAKEHOLDERS

**Goal:** IAHTM members and stakeholders will achieve success through collaboration, innovation, and efficiency.

## GOAL D: REGULATIONS & HEALTHCARE ORGANIZATIONS/FACILITIES

**Goal:** Members will achieve full compliance with all applicable regulatory agencies' standards for healthcare linen services providers.

## Appendix A - Key Drivers and Implications

Key drivers of change are powerful forces that necessitate IAHTM develop strategies to address. They are conditions and dynamics in the relevant environment that will make tomorrow very different than today. No priority is suggested in the order of listing.

### IAHTM Key Drivers:

1. **Consolidation** - of ownership of healthcare providers and service providers
2. **Government and Environmental Regulation** - (and resulting financial impacts)
3. **Aging Population** (and the shifting of care to non-acute settings, home health, long term care)
4. **Globalization of Economic Variables** (supply chain, inflation cycles, climate change, etc.)
5. **Labor Availability and Cost**
6. **Technology** (A/I - Automation, robotics, etc.)

## Appendix B - Environmental Scan

Environmental scanning that looks at Current Conditions, Trends, helps associations build foresight and make logical predictions and Assumptions about the Future. An annual review of the environmental scan is an appropriate method of determining and ensuring the ongoing relevance of the goals.

### Social Values and Demographics

### Technology and Science

### Legislation and Regulation

### Global Economic Factors

### Professional Competition and Structure

## Appendix C - Unsatisfactory Conditions

**Unsatisfactory Conditions** are any condition that currently exists – relative to the goal – with which we are unsatisfied. These are the things we want to see change and what led us to believe the goal was worth pursuing in the first place. Change in the desired direction will indicate we are making progress towards the goal.

### Goal A Members

- Compensation
- High turnover
- Lack of available talent
- Poor work/life balance
- The breadth of knowledge necessary is VAST

### Goal B Employees

- Lack of creating training plans (individualized internal & external training per year and multiyear)
- Poor employee engagement in training/education
- Lack of leadership level focus on training/education
- Company visibility/transparency on employee level training/education
- Lack of ability to take the education during conferences and be the catalyst for change within your organization

### Goal C Partners and Stakeholders

- Capital/employee investment
- Customers (manage expectations)
- Scalability (concentrate on your situation)

### Goal D Healthcare Organizations and Facilities (Regulations)

- Customers are not uniformly aligned to the need or value.
- There is no current regulatory standard.
- Cost is an obstacle for smaller operations
- Inconsistency of standards and application by inspectors, states, and other agencies
- Litigious environment in healthcare - unintended consequences of standards

## Appendix D - Mega Issues

Strategic "**mega issues**" are overriding issues of strategic importance that the organization's leaders must ask and answer, to move toward the organization's future vision and goals. Mega issues consist of a question the organization needs to ask and answer about the next 5-10 years. Discussion of a mega-issue should be embedded in the Board's ongoing process of planning and thinking strategically, focused on the longer-term issues that answer the question "What's next?".

### Potential Future Mega-Issue Discussion Topics

(Consolidated list from input provided on Feb 20-21)

1. How do we prepare members for the evolution of healthcare for the aging population and diversification of offerings beyond acute care?
2. How to identify and address geopolitical tensions, domestic politics, public policy & healthcare?
3. What can be done by IAHTM to prevent the purchase of members by for-profit or private equity?
4. How can IAHTM prevent members from contracting out management?
5. How can IAHTM combat the use of disposable products?
6. How can IAHTM support its members to lessen the impact of supply chain interruptions?
7. How do we educate the market about the Real vs. Perceived value?
8. Labor - How can IAHTM members prepare for the shrinking labor pool/lack of future labor?
9. How can IAHTM help alleviate the burden of and influence environmental regulations?
10. Consolidation - How can IAHTM members better support its members to prepare for the consolidation of hospitals/health systems?
11. How can we retain and increase membership and increase membership & stakeholders' participation?
12. How do we increase visibility of IAHTM and recognition of the information that it brings?
13. How do we improve the value perception of IAHTM to the members customers/BOD?
14. How do we improve access to capital?
15. What resources can IAHTM use to drive change?




# WELCOME TO FRANKFURT AND CENTRAL EUROPE

Suggested plant tours offered to  
members of IAHTM, in connection with  
TexCare International 2024




1



## Herzlich willkommen!

- Organized and sponsored by  
Kannegiesser and the JENSEN-  
GROUP – leaders in laundry  
automation sharing the latest  
innovations and techniques with you  
to
  - Increase the operational efficiency in your  
laundry
  - Create a competitive advantage
  - Support profitable business growth

Los geht's!





2

## Technology Inspiration Tour 2024



3

## First stop: JENSEN & Kannegiesser booths at TexCare



- ✓ Innovations for all sections of the laundry



- ✓ Exchanging ideas and insights with our global product experts

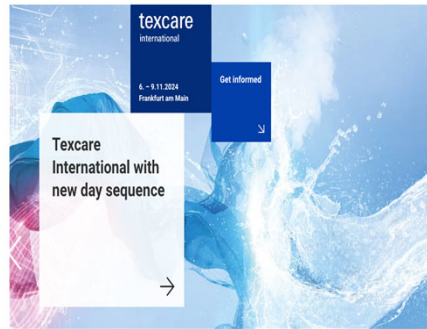


- ✓ Catching up with friends



4

## About TexCare International 2024



- Wednesday, November 6 – Saturday, November 9: Show dates
- Sunday, November 10: The journey starts, drive from Frankfurt to Heidelberg



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## SECOND STOP: SOUTHERN GERMANY

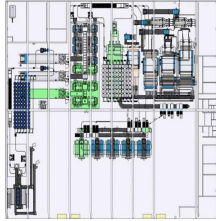
Monday, November 11



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## Witteler & Burkhardt, Ladenburg

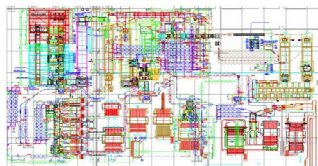


- Hospitality laundry processing 65 tons/day, 1 shift, 74 employees
- Serving hotels and restaurants in the greater Heidelberg area
- Why should you see this laundry?
  - “Certified, sustainable, clean” – the laundry’s slogan can be experienced in the high-tech solutions.
  - Sustainable disinfection process
  - Heating through solar panels



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## Heinz + Horn, Ramstein-Miesenbach



- Hospitality laundry processing 50 – 60 tons per day
- 200 employees, one shift
- Why should you see this laundry?
  - Complete turnkey laundry processing high volumes of flatwork



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## THIRD STOP: THE NETHERLANDS

Tuesday, November 12  
Wednesday, November 13: Travel day –  
travel to Copenhagen



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### Nedlin, Elsloo

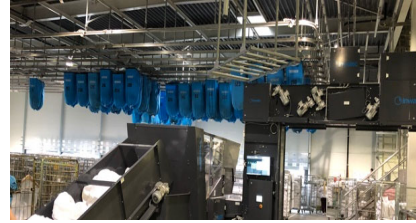


- Rental laundry serving the hospitality, healthcare, and industrial segment
- Processing 750 tons per week
- Why should you see this laundry?
  - Highly automated turnkey installation
  - Champions in total sustainability: water and energy savings, ergonomic/H&S, social activities and governance, diversity
  - Family-managed laundry



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## From Maastricht to Copenhagen ...

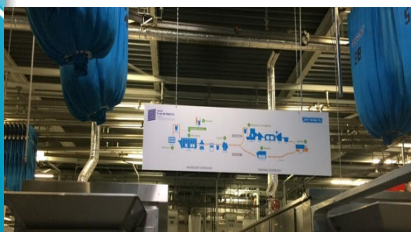
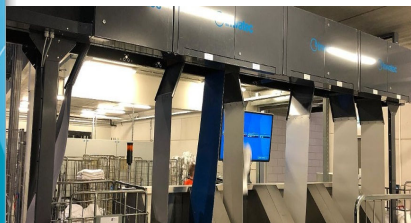


- Option 1 – via Dusseldorf:
  - Transfer to Dusseldorf by coach
  - Flight Dusseldorf - Copenhagen
- Option 2 – via Amsterdam with one more laundry visit:
  - Visit to Van der Kleij, Utrecht
  - Flight Amsterdam - Copenhagen



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## Van der Kleij, Utrecht



- Largest hospitality laundry in Europe
  - Production: 500 t/week, 5 days, 1,5 shifts
- Why should you see this laundry?
  - Highly automated turnkey installation
  - Van der Kleij has always been «a step ahead» when it comes to technology, business approaches and sustainability; pioneer in utilizing robotics
  - [Detail-Robotics \(jensen-group.com\)](http://Detail-Robotics (jensen-group.com))



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## FOURTH STOP: DENMARK

Thursday, November 14:  
Inwatec/Odense and MidtVask, Aarhus



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### MidtVask, Aarhus



- Public-owned healthcare laundry, processing 30 tons/day, flatwork and garments
- One of Denmark's largest laundries and awarded as Denmark's most efficient hospital laundry
- Why should you see this laundry?
  - Newest robotics technology in all sections of the laundry – 8 robots in the soil sort
  - Highly automated, state-of-the art installation with automated storage and transportation of stacked laundry items



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## Inwatec, Odense



- Technology Center for robotics and automation solutions for the soil sort area, flatwork storage systems, mat rollers, towel feeding robots
- Why should you see this manufacturing facility?
  - See how the technology of the future is designed and engineered
  - Meet the #laundrynerds, creators of the most advanced automation solutions



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## GETTING AROUND IN EUROPE



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## Grand Tour of Europe



- 📍 Frankfurt
- 📍 Ladenburg/Heidelberg
- 📍 Ramstein
- 📍 Maastricht
- 📍 Utrecht
- 📍 Copenhagen
- 📍 Aarhus
- 📍 Odense



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## Distances



- Frankfurt – Heidelberg: 95 km
- Heidelberg – Ramstein: 105 km
- Ramstein – Maastricht: 275 km
- Option 1:
  - Maastricht – Dusseldorf: 108 km
- Option 2:
  - Maastricht – Utrecht: 180 km
- Copenhagen – Aarhus: 190 km
- Aarhus – Odense: 145 km
- Odense – Copenhagen: 165 km



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# TOURISTIC AND CULINARY HIGHLIGHTS

Private Recommendations



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## Sunday - Heidelberg



- Most beautiful, most visited, most romantic city in Germany – picturesque city with rich history and excellent local wines
- Recommendation:
  - City tour, and if time allows, a journey to nearby Speyer
  - Wirtshaus zum Nepomuk, [www.hotel-zur-alten-bruecke.de](http://www.hotel-zur-alten-bruecke.de) serving local specialties with a twist



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## Sunday - Heidelberg

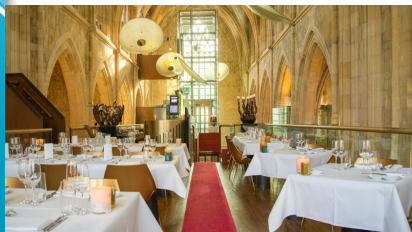


- NH Collection Heidelberg
- [NH Collection Heidelberg: 4-Star Hotel in Heidelberg, Germany \(nh-hotels.com\)](https://www.nh-hotels.com)
- Remodelled brewery, very charming
- 185 Euro incl. breakfast
- Plaza Premium Heidelberg
- [PLAZA Premium Heidelberg \(plazahotels.de\)](https://plazahotels.de)
- Premium business hotel
- 239 Euro incl. breakfast



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## Monday and Tuesday - Maastricht



- Lovely old town with large market square and cosy cafés
- Recommendation:
  - Restaurant Kruisherenhotel, fine dining in a remodelled church – a unique experience that all guests will treasure
- [Kruisherenhotel Maastricht | Member of Design Hotels | Oostwegel Collection](#)
- Fitz Roy Urban Hotel, Bar and Garden [www.fitz-roy.nl](http://www.fitz-roy.nl)



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## Monday and Tuesday - Maastricht

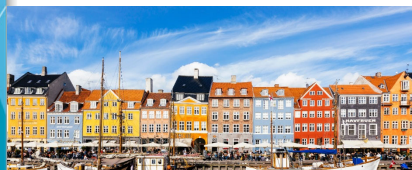


- Van der Valk Hotel, Maastricht
- [Hotel Maastricht city Netherlands - Hotel Maastricht](#)
- Perfect business hotel
- 208 Euro, incl. breakfast
- Kruisherenhotel, Maastricht
- [Hotelrooms | Oostwegel Collection](#)
- 310 Euro, incl. breakfast



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## Wednesday - Copenhagen

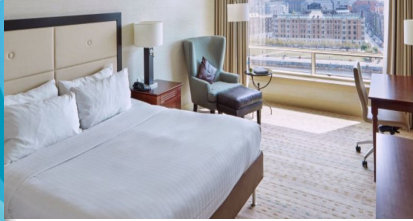


- Copenhagen is known for the colourful buildings of Nyhavn harbour and the iconic Little Mermaid statue. A vibrant capital city that is also a hub for Scandinavian design
- Recommendation, both at Nyhavn, both with delicious fish & seafood (and meat)
  - Skipperkroen at Nyhavn, [Smorrebrod Copenhagen, Fish Restaurant Skipperkroen Nyhavn \(streckers.dk\)](#)
  - Cap Horn, [www.caphorn.dk](http://www.caphorn.dk)



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## Wednesday - Copenhagen



- Copenhagen Marriott Hotel
  - [Where Can We Take You? | Endless Experiences & Top Locations | Marriott Bonvoy](#)
- 5-star, downtown, nice views, typical business hotel
- 320 Euro incl. breakfast
- Hotel SP34 by Brøchner
  - [Frontpage | Hotel SP34 \(brochner-hotels.com\)](#)
- Charming boutique hotel
- 302 Euro incl. breakfast



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## Thursday - Odense



- Cozy town where Hans Christian Andersen was born –fairy tale writer of e.g. The Snow Queen, The Little Mermaid, The Emperor's New Clothes
- Insider tips:
  - Hans Christian Andersen Museum and childhood home
  - Egeskov castle, hosts a collection of vintage cars & bikes
  - Restaurant Sortebro Kro, [www.sortebroko.dk](http://www.sortebroko.dk) serves local food in a typically Danish setting



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## Thursday - Odense



- First Grand Hotel, Odense
- [Hotel Odense - First Hotel Grand in the city center \(firsthotels.com\)](https://firsthotels.com)
- 160 Euro incl. breakfast
- Hotel Knudsens Gaard
- [Hotel og restaurant og selskaber i Odense · Hotel Knudsens Gaard A/S](https://www.hotelknudsensgaard.dk)
- 254 Euro incl. breakfast



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## Detailed planning

### Sunday, November 10

- |              |  |
|--------------|--|
| 11.00        | Check-out at Exhibition hotel, pick-up by coach        |
| 11.30 hours) | Departure by coach, Frankfurt – Heidelberg (1.5 hours) |
| 13.00        | Arrival in Heidelberg. Early check-in / baggage drop.  |
| 14.00        | Touring Heidelberg                                     |
| 20.00        | Evening dinner   |

### Monday, November 11

- |       |  |
|-------|--|
|       | Breakfast, check-out   |
| 8.00  | Departure by coach, Heidelberg - Ladenburg (30')                       |
| 8.30  | Touring the Witteler & Burkhardt Laundry                               |
| 10.30 | Transfer by coach, Ladenburg – Ramstein-Miesenbach (1.5 hours)         |
| 12.00 | Lunch at "Die Bühne – backstage" in Ramstein-Miesenbach, pre-set lunch |
| 13.00 | Touring the Heinz + Horn Laundry in Ramstein-Miesenbach                |
| 15.00 | Transfer by coach, Ramstein-Miesenbach – Maastricht (4 hours)          |
| 19.00 | Check-in at hotel  |
| 19.30 | Networking, followed by evening dinner                                 |

### Tuesday, November 12

- |       |   |
|-------|---|
|       | Breakfast, check-out  |
| 8.30  | Departure by coach, Maastricht – Elsloo (30')                       |
| 9.00  | Touring the Nedlin Laundry  |
| 11.00 | Transfer to Maastricht (30')  |
|       | Lunch downtown Maastricht, individual city sightseeing and shopping |
| 19.30 | Networking, walk to restaurant for evening dinner                   |



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## Detailed planning, cont.

### Wednesday, November 13

Breakfast, check-out

#### *Option 1:*

8.30 Departure by coach, Elsloo – Dusseldorf (1.5 hours)  
Noon Flight to Copenhagen, transfer to hotel, check-in  
Free time to explore the city, followed by dinner

#### *Option 2:*

8.30 Departure by coach, Elsloo – Utrecht (2.5 hours)  
11.00 Touring the Van der Kleij Laundry, Utrecht  
13.00 Departure by coach, Utrecht – Amsterdam Airport (1 hour, 15 minutes)  
Picknick lunch on the bus  
p.m. Evening flight to Copenhagen, transfer to hotel, evening dinner

### Thursday, November 14

Breakfast, check-out

7.30 Departure by coach, Copenhagen – Aarhus (4.5 hours)  
Picknick lunch on the bus  
12.00 Touring the MidtVask Laundry, Aarhus  
14.00 Departure by coach, Aarhus – Odense (2 hours)  
16.00 Touring the Inwatec facilities, Odense  
18.00 Transfer to hotel in Odense (15 minutes)  
20.00 Evening dinner



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## “Auf Wiedersehen” in Frankfurt



We look forward to welcoming IATHM and its members to the 2024 TexCare show and to reference plants in and around Germany. Please be assured that we will create a memorable and inspiring journey for you.

We hope to see you in Frankfurt !



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## WELCOME TO FRANKFURT AND CENTRAL EUROPE

Suggested plant tours offered to  
members of IAHTM, in connection with  
TexCare International 2024  
Financial Overview



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## IAHTM Conference

- Minimum of 12 IAHTM members to proceed
- Signup by October 31, 2023.
- IAHTM Member plus one guest per laundry
- IAHTM requires a non-refundable \$500 deposit, per IAHTM member attending, plus \$250 if the spouse / partner of the member is attending, due by October 31, 2023, payable to IAHTM.
- Amounts will be reimbursed after Tour is over



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## IAHTM Conference

- IAHTM will provide reimbursement of economy airfare of up to \$750 for IAHTM member only (1 per laundry) with submission of receipt.
- IAHTM will cover one hotel room per night for Friday November 8 to Thursday November 14, 2024 – (1 room per laundry)
- All food and transportation costs will be covered by IAHTM beginning with dinner on November 8 to dinner on November 14, 2024 for IAHTM member and guest. Any meals before or after are the responsibility of IAHTM member
- IAHTM will reimburse transportation costs to and from airports/hotels in Europe on arrival and departure
- All other costs are the responsibility of the IAHTM member and their guest

