

Southwestern Ohio Chapter Healthcare Financial Management Association

**Multi-Year Strategic Plan Summary
Fiscal Years Ending May 31, 2006 - 2008**

Vision

HFMA will continue to be the leading professional resource for individuals seeking excellence in the financial management of healthcare organizations and their partners.

Mission

The Healthcare Financial Management Association is the professional membership organization for individuals involved in the financial management of healthcare. HFMA serves and represents members by:

- ◆ Providing professional development through education, information, certification, peer interactions and leadership training.**

- ◆ Influencing healthcare financial management and accounting policy decisions, principles, and practices through advocacy and dissemination of information; and,**

- ◆ Establishing and promoting the highest standards of professional and ethical conduct.**

Chapter Values

The values of HFMA are:

- ◆ Services to members are the highest priority.**
- ◆ Excellence is the standard for all we do.**
- ◆ Teamwork is essential to our work.**
- ◆ Creativity and innovation must be fostered.**
- ◆ Individuals are important and should be treated with respect, dignity and fairness.**
- ◆ We must act in a financially responsible manner.**

Environmental Assessment

Assessment of Member and Customer Needs:

- ◆ Members' greatest identified needs are education, networking and professional support.
- ◆ Certified members and CPA's earn CPE credits through attendance at Chapter programs.
- ◆ Members require "placement" assistance if they are displaced as a result of healthcare industry consolidation.
- ◆ Sponsors gain access to our membership providing opportunities to acquaint members with their products.
- ◆ Organizations employing our members need information disseminated in our chapter educational programs.
- ◆ Other organizations such as Greater Cincinnati Health Council, GDAHA, Practice Managers Association are increasing their educational program offerings which provides our members options.

External Assessment

Social, Political, Technological environments

- ◆ Consolidation in the healthcare industry has resulted in most area hospitals and many physician practices forming alliances.
- ◆ The consolidations and closures have resulted in reduced administrative staff. Cuts appear to be reflected in reduced attendance at our programs, membership, and chapter participation.
- ◆ Industry consolidation has put increased demands on members' time in the workplace, limiting volunteer time; and tightened budgets have also resulted in less corporate support for education and training.
- ◆ Chapter activities are dominated by our Cincinnati membership. We may not be meeting the needs of our Greater Dayton area membership.
- ◆ Technology advances, HIPAA and Corporate Compliance issues have increased the educational needs our membership.
- ◆ The current political and media environment related to uninsured and under insured have increased scrutiny of billing practices and nonprofit status of hospitals.

Internal Assessment

Chapter Strengths

- ◆ **Proactive and flexible leadership.**
- ◆ **Core leadership is highly involved and committed.**
- ◆ **Strong May Institute Committee.**
- ◆ **Reasonably priced programs.**
- ◆ **Strong and diverse education programs providing needed local CPE.**
- ◆ **Employers support chapter.**
- ◆ **Active members are close and interact frequently.**
- ◆ **Membership directory available on CD and on HFMA SW Ohio web-site.**

Chapter Weakness

- ◆ **Lack of Greater Dayton area member involvement.**
- ◆ **New members are not educated early enough on Chapter involvement.**
- ◆ **No leadership development plan.**
- ◆ **Volunteer member's recognition needs improvement.**
- ◆ **New members and students find it difficult to network.**
- ◆ **Too few members involved in chapter leadership.**
- ◆ **Lack of commitment and attendance by some directors and committee chairs.**
- ◆ **Need to improve communication to stimulate program attendance. Also need to include more local information and member profiles in the newsletter.**
- ◆ **No chapter manual incorporating policies and procedures.**

Chapter services performance

- ◆ **Chapter survey provided the following results:**

Members attend programs primarily for education and networking.

Members consider the chapter educational programs the most valuable service they receive from HFMA.

Members want practical programs in the lecture format, at an intermediate level on:

***** Friday mornings
Luncheon session
Dinner Round Table**

Members want networking opportunities and social activities.

Chapter Quality

- ◆ **Chapter programs are generally rated above average to high.**
- ◆ **Diversified membership makes it increasingly hard to have a single program meet the member's educational needs.**

Chapter Growth

Consolidation in the local healthcare community has led chapter leadership to believe that we will have slow and sustained growth for the next several years. The Chapter has rebuilt membership over the last few years, and expects to do so in the future while increasing member retention.

Chapter Goals & Strategies

Goal 1: Strengthen Corporate Sponsorship Program

Strategy 1.1.

A Chapter Director is the Chairperson for the Sponsorship Committee, and is responsible for developing a committee, and defining a target market and plan.

Strategy 1.2

Obtain CFO commitment to sign letters requesting sponsorship and support to the organization, by incentives of the membership's value, etc.

Strategy 1.3

Revise overall corporate sponsorship plan to target new corporate sponsors and reflect forums and other changes to the organization.

Strategy 1.4

Convert sponsorship from an event to an annual sponsorship.

Measure:

Measure completed plan by comparing previous years and the results obtained through 2005-2006; 2006-2007; 2007-2008.

Goal 2: May Institute Education and Golf Outing

Strategy 2.1

Development of a succession plan for the successful event, including expansion of committee members to participate.

Strategy 2.2

Identify relevant topic(s) and speakers, which will attract more than 20% membership participation.

Strategy 2.3

Determine location and value for meals, golf, and miscellaneous so that members perceive value for attendance.

Strategy 2.4

Increase members perceived value of HFMA membership by providing relevant programming including diversification.

Strategy 2.5

Increase the attendance and value for attendees and sponsors at Vendor fair.

Strategy 2.6

Goal to market May Institute through media, other associations, organizations, other HFMA chapters, to increase awareness and attendance

Measure:

Survey of chapter membership results in perceived value increase, including the expansion of new members and non-members to achieve attendance of 100.

Goal 3: Maintain Financial reserves at current levels

Strategy 3.1

Maintain approximately one year's operating expenses as cash reserves.

Strategy 3.2

Reinvest surpluses in membership enrichment.

Strategy 3.3

Steward resources.

Measure:

Financial statements reflect required approximate cash reserves.

Goal 4: Seek renewed commitment from Chapter Leadership to implement the Strategic Plan.

Strategy 4.1

Assign strategic plan's topics to committee chairs and have them report progress at board meetings.

Strategy 4.2

Develop a formal leadership development plan to secure the chapter's future.

Measure:

Expectations developed and distributed.

Goal 5: Membership. Involve members in Chapter activities earlier in their HFMA careers.

Strategy 5.1

Expand Membership committee.

Strategy 5.2

Encourage participation in the Member-Get-A-Member program.

Strategy 5.3

Spotlight new members in the Chapter Newsletter.

Strategy 5.4

Have Chapter President-Elect be notified of new members to be contacted by mail and/or phone.

Measure:

Completed plan/implementation.

Goal 6: Improve Chapter communication

Strategy 6.1

Solicit information from GCHC, GDAHA, and OHA to increase local content.

Strategy 6.2

Expand the content of the newsletter.

Strategy 6.3

Develop phone trees for use by Education Forum chairs to increase attendance and interest.

Strategy 6.4

Create awareness of Website for members.

Strategy 6.5

Exchange of notices and events throughout Region 6 Chapters to expand and support HFMA.

Measure:

Increased Forum participation and Website hits.

Goal 7: Certification Program

Strategy 7.1

Increase awareness to members of the certification program through HFMA.

Strategy 7.2

The Chairperson can develop a committee of previous Certified members as coaches and facilitators.

Strategy 7.3

Create an awareness of the professional and personal value the certification offers.

Measure:

Six parts of exam are passed.

Planning and Data Gathering Process

This strategic plan was developed using the results of the membership survey, the Chapter Planning session, and the Officer's meeting held during leadership training. We also used information gathered by chapter leadership discussing issues with other chapter members.

Comment:

The success of the Chapter is measured by the contributions and commitment of the Officers, Directors, Committee Chairs, and especially its Members.