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Eastern Michigan Chapter
Strategic Plan

For Five Year Period Ending FY 2010

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Strategic Plan for Five Year Period Ending FY 2010

Executive Summary

The Strategic Plan is focused on achieving our vision and mission by highlighting the values that will contribute to our member's success – education, networking and professional development. A supplemental Operational Plan is included to provide practical guidance that is needed for continuity in the chapter leadership. The Operational Plan includes sections for strengthening chapter leadership, meeting Davis Chapter management requirements, improving member communications, member recruitment and retention. This operating plan also addresses sponsorship and encourages closer ties with national HFMA to improve the value for its members.

Vision Statement

To be an indispensable resource for healthcare finance.

Source: National HFMA

Mission Statement

The Eastern Michigan Chapter of HFMA will provide health care finance professionals opportunities to advance their careers through high quality education, networking and professional development.

Values Statement – We Believe...

- That service to members is our highest priority.
- In excellence in all that we do.
- That teamwork is essential in meeting the objectives of HFMA.
- In the importance of individuals.
- In encouraging innovation and creativity.
- In conducting HFMA with financial responsibility and a prudent approach to business.

Source: National HFMA

Strategic Plan

Goal #1 – Education (Responsibility: President Elect)

Provide high quality, innovative and relevant educational programs to health care finance professionals.

Metrics	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Education Registration Hours per Member	14	16	18	20	21	22
Chapter Survey Score – Overall Education	2.21	No survey	2.5	No survey	2.75	No survey

Action Points

- Implement Program Committee Plan (see attachment 2)
- Pursue opportunity to provide a regional conference with the Michigan and Ohio chapters in a central location in 2008 or 2009.
- Communicate education opportunities to other chapters in the region and to non-members.
- Pursue special initiatives to recognize limited finances and time of members, examples:
 - Hold free coffee klatches (ad hoc roundtable discussions) to discuss hot topics.
 - Utilize internet resources.
 - Pilot the use of audio conference for meetings.
 - Develop sponsorship plan to bring in national speakers.
- Investigate ways to promote and utilize on-line HFMA educational resources (Secretary).
- Review potential to offer CPE credits for other associations (ACHE, NASBA).

Generic Education Calendar

January	February	March
Member Meeting Education Session	Certification Coaching Course	Annual Reimbursement Update
April	May	June
National LTC Member Meeting Education	MACPA/HFMA Spring Conference Chapter LTC Certification Coaching Course Statewide Spring Conference	Annual National Institute Cost Report Seminar Member Meeting Education
July	August	September
	Statewide Great Ideas Exchange	Member Meeting Education Session MACPA/HFMA Employee Benefits Conference
October	November	December
Statewide Fall Conference	Member Meeting Education	

Goal #2 – Networking (Responsibility: Secretary)

Provide networking opportunities to meet the needs of professionals employed by hospitals, integrated delivery systems, managed care organizations, ambulatory and long-term care facilities, physician practices, accounting and consulting firms, and third party payers.

Metrics	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Total Attendance at Member Meetings (excluding the Fall Conference)	338	400	420	440	460	480
Number of networking/social events	5	6	6	7	7	7
CFO Count	36	37	39	41	43	45

Action Points

- Conduct a focus group for accounting and consulting firm members to assess need. Currently have approximately 150 members (25%) in these categories (Membership/Retention Committee).
- Develop a plan to assimilate new members and track nonmembers for future HFMA membership (Membership/Retention Committee).
- Follow up with all individuals relinquishing their membership (Membership/Retention Committee).
- Plan cost effective, informal networking opportunities (Social Activities Committee).
- Evaluate the implementation of one of the new ideas for networking (Attachment 3).
- New member breakfast (Membership/Retention Committee).
- CFO breakfast (CFO Liaison).
- Golf outing (Social Activities Committee).
- Family fun event (Social Activities Committee).
- Optional lunch after member meetings (Program/Member Meetings Committee).

Generic Networking Calendar

January	February	March
		New Member Breakfast
April	May	June
	Free Reception after MACPA/HFMA Conference	Golf Outing
July	August	September
Tiger Night	Bocce Night	CFO Breakfast
October	November	December
	Race Night @ NVD	

Goal #3 – Professional Development (Responsibility: President)

Provide opportunities for members to serve in chapter leadership, speak at seminars, write articles and attain HFMA certification. Improve the recognition of members for their accomplishments and contributions.

Metrics	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Total Founders Points earned	3,800	3,876	3,954	4,033	4,113	4,196
Number of passed certification exams	7	10	15	20	25	30
Number of newly certified members	2	3	4	4	5	5
Number of letters, press releases or newsletter articles recognizing members for awards and contributions to the chapter	~5	20	22	24	25	25

Action Points

- Develop and implement certification strategy to include
 - Communication to members to stress value of earning certification (Certification Committee).
 - Training for members (Certification Committee).
 - Communication to CFO's etc. to raise value of hiring/retention of certified members (Certification Committee).
- Recognize founders award points with certificates & awards (Gold, Silver, Bronze) (Awards/Recognition Committee)
- Develop communication strategy to member's organizations and other public forums to recognize members for their accomplishments and contributions (Awards/Recognition Committee).
- Publicize certification achievements in members' organization internal newsletters and/or websites.
- Investigate feasibility of a report card to distribute to CFO's of provider and payer organizations.

Operational Plan

Section 1 – Strengthen Chapter Leadership (Responsibility: Officers & Advisory Council)

Metrics	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Attendance at EMC LTC	18	23	27	29	30	31
Attendance at National LTC	2	4	5	6	6	6

Action Points

- Board and Officer Succession Planning (Officers and Nominations Committee)
- Committee chair succession planning (President-Elect)
- Annual meeting of the Advisory Council (President)
- Conduct annual chapter Leadership Training Conference (Officers)
- Annual appreciation luncheon for board members and committee chairs
- Emphasize rejuvenation of the following committees:
 - Internal Audit (make more inclusive to include General Accounting)
 - Revenue Cycle/PFS
 - Managed Care
- Board Discussion Item – are there new forums or special interest groups that should be organized (is anyone being left out by the current committee structure)?
- Work with chairs to increase committee membership and participation.
- Establish written job descriptions for key leadership positions.
- Establish written policies and procedures for the chapter.
- Encourage increased attendance at National LTC if director's or committee chair's employer would reimburse for the travel/lodging expenses.

Section 2 – Meet Davis Chapter Management Requirements (Responsibility: Secretary)

Metrics	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Yerger Award Applications	5	4	4	5	5	5
Yerger Awards Received	?	2	2	2	2	2

Action Points

- Conduct 4 board meetings (President)
- Distribute 4 member communications (Newsletter Committee)
- Conduct 4 member meetings/educational events (Program Committee)
- Complete operating budget by June 1 (Treasurer)
- Complete 2006 strategic plan by June 1, 2006 (President 2006-07)
- Complete 2007 strategic plan by June 1, 2007 (President 2007-08)
- Publish membership directory
- Complete Founders Awards maintenance (Secretary and Administrative Assistant)
- Complete annual financial review & Form 990 (Treasurer)
- Leadership attendance at LTC and Fall President's meetings (Applicable Officers)
- Annual election notification (Officers)
- Bylaws revision and submission using new National template (Board of Directors)
- Coordinate Yerger Application Process (Board of Directors)

Section 3 – Focus on Membership Recruitment & Retention (Responsibility: Secretary)

Metrics	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Number of Chapter Members	627	640	655	670	685	695
New Member Retention %	75.6%	76.3%	81.9%	83.7%	83.7%	83.7%

Action Points

- Implement selected recruitment ideas (see Attachment 3).
- Implement selected retention ideas (see Attachment 3).

Section 4 – Member Communications (Responsibility: Secretary)

Metrics	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Number of Newsletter Published	5	5	5	5	5	5
Chapter Survey Score – Member satisfaction with newsletter	2.92	No survey	3.1	No survey	3.3	No survey
Chapter Survey Score – Member satisfaction with web site	2.44	No survey	2.75	No survey	3.0	No survey

Action Points

- Distribute a bi-monthly newsletter (Newsletter Committee).
- Distribute monthly email blasts to update members on education, networking, professional development opportunities (Newsletter Committee).
- Ensure that the chapter website is updated monthly (Administrative Assistant).
- Build a library of presentations from previous educational sessions & programs on the web site for members to access (Administrative Assistant).
- Implement new ideas for the newsletter, examples:
 - CFO profiles
 - Chapter leader profiles
 - Point & Counterpoint articles on issues
- Thumbs up, thumbs down on audio conferences by National
 - Member Q&A
- Annual touch-base luncheon with officers and administrative assistant (President).
- Perform bi-annual member survey of member's needs, satisfaction (National).
- Perform a root cause analysis of members who are leaving the chapter.

Section 5 – Sponsorship (Responsibility: Treasurer)

Metrics	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Total Sponsorship Income (excluding Fall Conference)	\$6,200	\$12,000	\$15,000	\$17,000	\$19,000	\$20,000

Action Points

- Evaluate prospects from current membership.
- Utilize best practices identified from other Chapters.

Section 6 – Strengthen our ties with National HFMA to improve the value to our members (Responsibility: President)

Action Points

- Investigate what services, other than education, that is available to our members that they might be unaware of.
 - Host National Seminar in 2008 or 2009.
 - Develop a chapter member for leadership position in National HFMA.
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List of Attachments

1 – Chapter Assessment (includes Davis Chapter Management Report, Three Year Trend Graphs, and Chapter Profile & Maps)

2 – 2007 Program Committee Plan

3 – Ideas from the Chapter Survey, Leadership Discussions & LTC

Attachment 1

Attachment 1

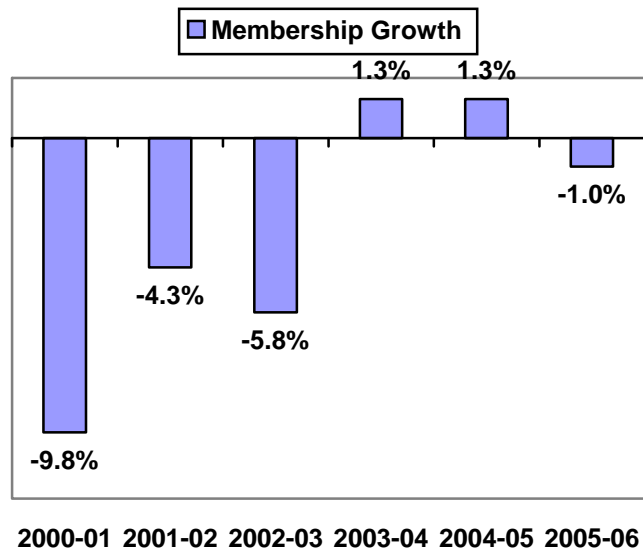
Chapter Assessment

The Eastern Michigan Chapter of HFMA is 623 members strong and in solid financial condition. However, there are several challenges facing the chapter including a declining economy in Southeast Michigan which could impact the number of potential members and the ability of current members to dedicate time and finances to the HFMA. The following assessment has been drawn from the chapter survey and discussions of the Strategic Plan Committee.

Membership

The dramatic membership decline in the early part of the decade has stabilized in recent years, but there has been no real growth in chapter membership in the past five years. New member retention is targeted at 87.5% by National HFMA, but the Eastern Michigan Chapter new member retention rate is currently 75.6%.

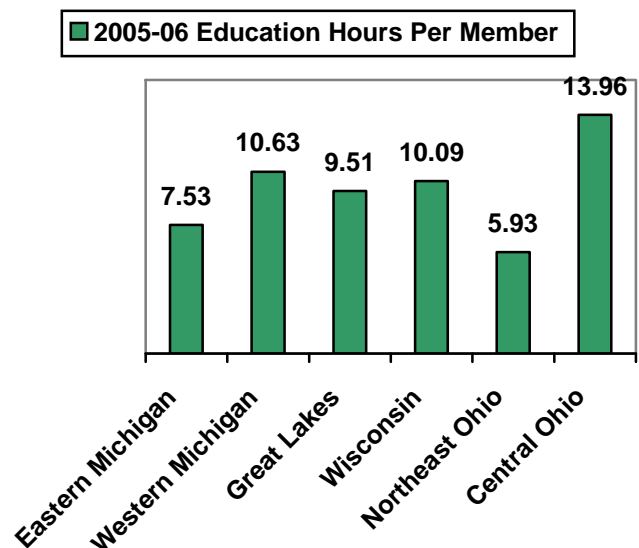
Overall member satisfaction declined from 2.91 in 2004 to 2.53 in 2005 (chapter survey). The satisfaction score compares unfavorably to the national average of 3.02.



Education

The chapter's education hours per member improved slightly in 2005-06 from 7.03 to 7.53. Nearby chapters and those of similar size report 25% more educational hours per member on average, and Central Ohio provides almost twice the amount of education. The Eastern Michigan chapter reported educational hours per member of 23.44 as recently as 2002-03, so there potential to improve.

The chapter year finished strong with excellent attendance at the January member's meeting, March Reimbursement Update and May MACPA/HFMA Spring Conference.



Leadership

The chapter has experienced difficulty in smooth succession of the officer positions in recent years. This has presented challenges in leadership and training for officer and other leadership positions.

Susan Stokes has served as a part-time administrative support person for the past nine years. She continues in that role and has been a tremendous asset to the chapter. It may be necessary to more clearly define her role as it relates to the duties of chapter officers and other leaders.

Strengths

- The chapter newsletter earned the highest score on the 2005 chapter survey – 2.92 out of 5 and is the closest score to the Large Metro average of 3.07 compared to other services.
- The chapter website was the second highest score on the 2005 chapter survey – 2.44 out of 5.
- Eastern Michigan is a large chapter with over 600 members, with great history and tradition of participation in Southeast Michigan.
- The chapter is financially viable with strong reserves.
- Experienced leadership – the average member has been in HFMA 13 years and has 22 years of healthcare experience.
- Percent of certified members in 2004-05 was 8.9%, slightly above the National 75th percentile of 8.5%.

Weaknesses

- Location remains a top hindrance to member participation, receiving the lowest score on the chapter survey – 2.07 out of 5.
- Slow membership growth and aging membership (the average age of chapter members is 48).
- Member apathy – the volunteer base of the chapter needs to be expanded.
- Educational topics perceived to be too narrowly focused on reimbursement.
- Lack of senior executive support.

Opportunities

- Better topics at educational programs, location of chapter programs and networking opportunities are the top three ways to improve chapter participation for all categories of members (Nationally, Large Metro, Eastern Michigan).
- The chapter survey states that 27.6% of the members have not attended an educational session in over two years.
- According to the chapter survey, CFO's are looking for networking opportunities with other CFO's.
- Approximately 47% of the chapter's members are not employed by hospitals or health systems (consultants 16%, third-party payers 9%, attorneys/accountants/bankers 8%, other 14%). There may be opportunities to improve services to this diversified membership.
- Several hot topics are on the national agenda including:
 - Pricing transparency

- Consumer-driven healthcare
- Increased competition among providers, including physicians vs. hospitals.
- Major changes to the Medicare Inpatient Prospective Payment System.
- Increased focus on quality and safety improvement activities.
- Labor shortages and increased organizing efforts of trade unions.

Threats

- The shortage of time and finances of the members are a threat to all volunteer organizations.
- Growing trend of legal firms, CPA's, to go directly to clients with educational articles and sessions.
- Increase in access of information through the internet.
- Volume growth has softened after several years of strong growth, particularly in SE Michigan.
- Reductions in state Medicaid spending as states address their own budget shortfalls.

Attachment 2

**HFMA Eastern Michigan Chapter
Program Committee
2006 – 2007 Strategic Plan**

Background

The General Membership meeting attendance has diminished over the last several years due to a drop in membership enrollment and committee involvement. Membership educational hours similarly have decreased as well as membership satisfaction with educational programs.

Action Plan

In order to better serve the Chapter membership, the Program Committee wishes to assume a greater leadership role in the planning and oversight of the educational programs put on by the Chapter. This initiative will necessitate a greater commitment in both effort and financial resources. The Program Committee believes that such a contribution is necessary to meet the needs of existing Chapter members and rekindle membership growth. To accomplish this objective, the following strategies are proposed:

Implementation Strategies

1. The Program Committee will broaden its scope in order to direct and coordinate all education programs for the Chapter. To accomplish this, the Program Committee will expand its role to oversee the educational programs for the entire Chapter and report directly to the full Chapter Board.
2. The Committee will establish the number of educational hours per program year and take a leadership role within the Chapter to ensure they are delivered.
3. The Program Committee will establish location venues for General Membership meetings and other educational committees.
4. The Board liaison between the Program Committee and the Board will be abolished. Instead, the President/President Elect and two board members will actively participate on the Committee.
5. The Program Committee seeks funding from the Sponsorship Committee to defray speaker costs. Program costs of \$5,000 for additional programming support for the upcoming year fiscal year are requested for supplemental funding of quality speakers -- as needed.
6. New committee members will be required for the expanded role of the Committee. A total of 12 members will be sought.
7. The Committee will work to ensure that five general member meetings are held each year.
8. The success of the Program Committee will depend upon broad Chapter support. This will be facilitated in part by the Board coordinating with non-administrative committees, which will be expected to work educational programs into the calendar created by the Program Committee. In addition, the Board will disseminate the new direction and coordination function of the Program Committee to the other educational committees of the Chapter.

**HFMA Eastern Michigan Chapter
Program Committee
2006 – 2007 Strategic Plan (Con't)**

9. The Program Committee seeks a budget of \$1,500 for the Committee's venture into teleconferencing for the 2006 – 2007 program year. The Committee has learned that the technology to provide this service is available, but costs will be incurred to offer this service and they may be high at the onset of the learning curve.
10. The Program Committee will plan an 18 to 24 month calendar beginning within two years to foster continuity and long range planning within the Chapter.
11. For the 2006-2007 program year, the Committee will strive to offer a one-time pay option for improved marketing and membership satisfaction.

Attachment 3

Attachment 3

Ideas from Chapter Survey, Leadership Discussions & LTC

Education

- Spring conference & fall conference – any improvements that need to be made? Timing and location of fall conference? Avoid month-end close time.
- One quality seminar from each committee?
- Better use of audio conferences? Lunchtime audio conferences?
- Can we obtain sponsors to bring in good speakers?
- Location of chapter members is very spread out; 36 in Ann Arbor; 60 in Detroit; 37 in Farmington/Farmington Hills; 30 in Rochester/Rochester Hills; 33 in Troy etc... Consider duplicating seminars on both sides of town. Location is the lowest score (2.07 out of 5) on the chapter survey.
- Current membership is 49% female; consider starting times for sessions late enough to allow for child care arrangements to work.
- Section 1 Chapter Survey top 3 topics – Regulatory/legislative update; Compliance & legal issues; Medicare reimbursement policies.
- Section 2 Chapter Survey top 3 topics – Trends and outlook for local healthcare industry; Trends in managed care rules including prompt payment; Trends in managed care contracting.
- Chapter survey page 2 #1 topic to address nationally – Collection, Accounting or Financing
- Chapter Survey suggestions
- Blue Cross PHA
- How to drop a managed care contract
- Capital acquisition / management / process
- How to address individuals who have h.s.a.'s and no other insurance
- Chargemaster related topics
- Corporate Compliance and privacy auditing, monitoring and reporting
- Benchmarking of financial departments and process
- The changing role of the reimbursement department
- No panel discussions and no sales presentations from consultants
- Things that I do not have time to read about
- GME relating to reimbursement
- Health care law practice
- Best practices information that can be applied back at the workplace
- Revenue cycle best practices
- Implications of electronic health record and process automation
- Local cost reporting seminar
- Long Term Care
- New ideas to bring cash into the door – things that work
- National LTC Ideas

- Co-Seminar with American Association of Healthcare Administrative Management (AAHAM)
- 1 ½ Hour Lunch with Speaker every month
- Casino Night with game tables and food areas sponsored by vendors
- Lunch & Learn with audio & web (either email PowerPoint beforehand or webex).
- Use statewide video conferencing capabilities at hospitals for education sessions (Maryland).
- Provide different tracks at member meetings.
- Provide a medical-oriented session at conferences.
- Provide Information Technology session at conferences.
- Have a representative of the F.B.I. present on Medicare Fraud & Abuse
- Provide Briggs/Meyers at a conference or member meeting.
- Offer a “New to Healthcare Fundamentals” workshop (Kentucky)
- If a session has general appeal, advertise it in the local newspapers.
- Offer discounts for multiple registrations from the same organization.
- First person to register for an event reward
- Have an annual drawing for a free ANI registration for persons attending 4 major local educational events.
- Have an annual drawing for \$250 – 1 entry for every meeting attended during the year.
- Lunch and learn aimed at lower level people
- Free first meeting for new members

Professional Development

- Chapter survey – “front line employee certification program, such as other states have with CPAR”
- Organization “report card” idea for CFO’s? It could highlight number of members, active members, education hours received. It could benchmark against other organizations. We might want to do this internally just to see where we have work to do.
- Promote and influence the direction of financial issues in the health care industry (BL)
- Recognize founders award points with certificates & awards (Gold, Silver, Bronze)
- As leaders, non-leader members and over 3 years
- National LTC ideas
 - Reimburse for Certification costs once successful
 - Pen Person and Speaker of the Year Awards
 - Motivated member of the year award – sent to LTC
 - New Member Orientation
 - Free meeting voucher for committee chairs
 - Focus on Patient Access Directors
 - Focus on professors in health care programs and recruit students
 - MIA section in the chapter newsletter
 - Project pictures of member activities on a large screen at member meetings
 - Emphasize National resources such as Daily News and non-member prospect lists
 - Free 1 year membership for “frequent flier” non-members who frequent education sessions
 - Get sponsors to pay for chapter members or give to sponsors in a package

- Allow members to bring one non-member to a member meeting free

Networking Ideas from LTC

- Famous person mixer
- Provide different color Hawaiian Leis or golf tees as members enter and have them sit in color groups to force mixing of members.
- Business Card “speed-dating” concept networking event
- Women’s Only Outing
- Coordinate a reunion event for present and past HFMA members from one organization