



hfma northeastern pennsylvania
healthcare financial management association

Strategic Plan

For Fiscal Year Ending May 31, 2010

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EXECUTIVE SUMMARY

The Northeastern Pennsylvania HFMA chapter has developed a strategic plan for the 2009/2010 chapter year that is built around quality education program planning and enhanced communication to chapter members.

Our Chapter Strategic Planning Team met on May 15th at the newly renovated Irem Temple Country Club in Dallas, PA. The team consisted of the newly appointed Officers, Board of Directors and Committee Chairs. The focus of this session was placed on the *changing* Chapter Balanced Scorecard (CBSC) as well as the education program planning. The planning meeting was well attended as 15 of the 18 potential members attended providing key input on the planning process based both on recent measureable statistics provided by HFMA National as well as perspective from what has worked well in our region during recent times.

The strategic directions discussed and outlined during the planning process are:

- Advance planning of education events – process and topic selection.
- Quality education programming utilizing member survey suggested topics (e.g., Accounting and Financial Reporting, Federal and State Legislative Issues)
- Improve member communication by continuing to leverage our relatively new Website to provide improved member communication as well as continued enhancement of our chapter newsletter.
- Continue New Sponsor Program to improve Chapter cash position.
- Collaboration with local Universities to close the generational gap existing between the typical HFMA member and the millennium generation.

The leadership of our chapter feels it can provide a quality educational resource at an affordable price to healthcare providers and other healthcare related employees during the 2009/2010 year.

CHAPTER ASSESSMENT

External Assessment

Our most recent survey conducted by HFMA National during the 2007/2008 year show that respondents were interested in the following education topics; Regulatory/Legislative Updates, Accounting and Financial Reporting, Medicare Reimbursement Policies and Cost Analysis and Control. They also indicated they would also like these presented in a local “flavor” when it all possible.

Other feedback we have constantly received is that members would much appreciate advanced notice of the education sessions. Also, today’s financial executives have consistently expressed their need for content and convenience of our chapter’s education sessions.

External SWOT Analysis

Strengths

- Member base stable– strong support hospital/health industry
- Commitment and Leadership Board/Officer/Committee Chair Levels
- Relatively New Chapter Website
- Sound Sponsorship Program
- Strong Cash Reserves

Weaknesses

- Declining educational attendance
- Strategic and tactical planning of educational events
- Member involvement in Committees
- Inability to bridge generational gap with chapter leaders and younger Generation X and Millenium generation.
- Lower than average HFMA certification level

Opportunities

- Strategic and tactical planning of educational events (advanced notices to members)
- Enhance Member Communications (Website/Newsletter/Event Postcards)
- Collaboration with local Universities
- New Member Recognition
- Member involvement in Committees

- Chapter Leadership development (chapter president to pass information on to remaining officers)

Threats

- **ECONOMY** (and subsequent impacts on membership, sponsorship and attendance)
- Time constraints and expanded job responsibilities for HFMA members
- Obstacles of being smaller chapter (limited resources to attract quality speakers, many Seamless System of Service goals catered to larger chapters, multiple attendees at LTC not always viable)
- Technology allowing for education events to be attended without leaving the office (audioconferencing for hfma does not provide networking opportunities nor do they build up education hours)
- Changing CBSC elements and ability of chapter to continue to meet HFMA performance criteria.

Internal Assessment

The changing of the CBSC elements this year is a threat to our chapter as the provider % of membership as well as EVP/CFO level has been removed from the scorecard. These were consistently obtained for our chapter. The revised goals leave less items on the CBSC under our direct control as we are worried about how the economy plays havoc on our membership and education targets.

Communication is under our direct control and we have opportunities for improvement leveraging our relatively new website, enhancing our newsletter as well as sending out program notice postcards which had been done inconsistently at best.

The analysis of our chapter's performance data suggests areas for improvement in our educational programs including the coverage of state and regional issues. Ad hoc feedback also indicated a need to improve advanced program notices of our education sessions.

The financial resources of our chapter has remained strong with a historically strong sponsorship program given the size of our chapter in addition to prudent use of financial resources. Our membership has been on a stable to declining basis likely mirroring that on a national level. The population in the area does not necessarily add to organic growth in membership as in most of our region the population growth is stable to declining with the exception of the Pocono Mountains region (only one major acute care facility there). There is also a large opportunity to expand volunteer membership activity in areas such as the chapter newsletter and sponsorship program.

CHAPTER GOALS AND OBJECTIVES

1) Advanced Planning and Communication of Education Events

Goal of improving education hours per member based on the following initiatives:

- Development of a formal education schedule based on our May 2009 annual planning meeting.
- Conduct five focused education sessions that will meet the members and non member needs in our region while recognizing the limitation of resources on being a smaller chapter in a volunteer organization.
- Establish Teams of Board Members and Officers to plan and obtain speakers for individual sessions.
- Education Committee chaired by President with established follow up meeting with Teams.
 - Late summer “breakfast” planning meeting consisting of all local chapter officers as well as the two to three board members (per meeting) responsible for coordinating the two fall education sessions.
 - Phone bridge communication meetings to be held approximately 5 to 6 weeks prior to each education session consisting of two to three board members per meeting as well as all chapter officers.
 - Mid winter “breakfast” meeting to allow for planning of winter and spring education sessions consisting again of two to three board members (per meeting) as well as the chapter officers.
- Advanced communication of education meetings:
 - List on chapter website and newsletter prospectively for balance of the year. *
 - Send out first website program notice as well as program postcards approximately 5 to 6 weeks prior to meeting.
 - Second Program Notice Issuance approximately 2 weeks ahead of education meeting.

* See education program plan previously submitted for chapter to HFMA National

2) Targeted Education Topics - Member suggestions HFMA National Survey and member interaction:

- a. Accounting and Financial Reporting (get back to basics)
- b. Medicare Reimbursement Update (annual update session)
- c. Federal and State Regulatory/Legislative updates (including local “flavor”)
- d. Revenue Cycle Session
- e. CFO Roundtable discussion on varying topics
- f. Any updates related to Economic Conditions and Impacts (IE Bad Debt/Charity, Capital Investments)

Member feedback and strategic brainstorming also derived the following ideas/concepts:

- Conduct annual Christmas Education Session and Networking Event at recently opened Mohegan Sun Casino in Wilkes-Barre, PA. February 2009 Revenue Cycle education session was well received there and leadership team felt that this would be ideal setting for Christmas session.
- Build on theme of “content and convenience” which several local executives have indicated were important in their consideration of attending an education event. Most of our education sessions are on Interstate 81 corridor close to Scranton-Wilkes-Barre market which is where the majority of our membership is from. This is also a convenient location from most any area within our region including the Pocono Mountains.
- Explore potential of student provided presentation at our Christmas education even focused around topic of how the younger generation learns (IE technology, networking etc..).
- Continue to incorporate CFO Roundtable discussions into at least one educational event as these have been successful in past.

There is a potential that the student provided education event will be submitted as a Yerger Award dependent on the ability to create a more formal arrangement with local Universities.

3) Improve Member Communications – Leveraging newly developed NEPA Website as well as Enhancing Chapter Newsletter.

As with any organization, communication cannot be underestimated in providing service to it’s customers. Our chapter has made great strides in the development of a chapter website as well as bringing in new resources to manage our chapter newsletter.

The chapter website will be used in the following manner:

- Posting and Updates of Educational Events
- Direct Registration for NEPA Education Sessions
- Sponsor Recognition and New Sponsor Program information
- Conduct Member Surveys for feedback and future planning.
- New Member information/contacts.

The Chapter Newsletter will have a new Chair this year with intention enhancing the newsletter in the following manner:

- Timely and relevant industry information.
- Improved graphics presentation.
- Promotion of education events.
- Sponsor Advertising.

4) Collaboration with local Universities

- Generation Gap presentation at Christmas education session.
- Attendance at one of local universities finance education sessions to provide information on healthcare finance and opportunities and education within the industry.

5) Continue to Build on Sponsorship Program

Our sponsorship program was changed slightly in recent years to raise the minimum sponsorship levels and formalize the recognition levels. This has paid great dividends with sponsorship levels rising in the past few years. Recognizing this has been more successful in recent years we would like to build on this foundation in the following manner:

- Requesting Chapter Officers and Board members to seek out sponsors and continue the effort on an ongoing basis
- Incorporation of Sponsor Information into NEPA website
- Sponsorship kickoff meetings to occur before end of winter or early spring at either Wilkes-Barre Scranton Penguins hockey games or Scranton-Wilkes-Barre Yankees baseball games. At either site a corporate meeting room has been provided to conduct this session.
- During Spring of 2009 a Vice-President of the largest Revenue Cycle operation in our region has accepted the offer of co-chairing our sponsorship committee. This will offer chapter access to a multitude of vendors and potential sponsors then ever before.
- At least one education session in 2009/2010 to be sponsored by outside vendor.

6) Build Awareness and Promotion of HFMA Certification process

- Notice and education of process at education events.
- Develop more formal process for members to “sit” for testing.

7) Continued Financial Accountability

- Improve on Days Cash on Hand metric.
- Resort to electronic membership directory as oppose to hardcopy if the Sponsorship program yields less than \$11,500 (this could achieve savings of ~\$2,500/year).
- Incent education event attendance with “two for one price” registration efforts and holding the line on the pricing of our sessions (this does not necessarily improve our financial picture but is in response to current economic conditions we are operating within)

The leadership of HFMA of Northeastern Pennsylvania does feel like this current chapter year will be a challenge but also presents many opportunities in being creative to achieve chapters goals. Persistence and adaptive decision making should afford the chapter the ability to meet the required performance criteria as outlined on the Chapter Balanced Scorecard.