

HEALTHCARE FINANCIAL MANAGEMENT ASSOCIATION
Northeast Ohio Chapter
Strategic Plan
2004 - 2005

I. CHAPTER VISION

The Northeast Ohio Chapter of HFMA's Vision is "To be an indispensable professional resource for Healthcare Financial Managers in Northeast Ohio.

II. CHAPTER MISSION

The HFMA is the professional membership organization for individuals involved in the financial management of the healthcare industry. As the local chapter of this organization (the "Chapter"), our primary mission is to serve our members in Northeast Ohio. We accomplish this mission by:

- a) Providing professional development through various educational programs, information dissemination and peer interaction;
- b) Engaging in the processes which influence healthcare financial management policies and their accounting principles and practices through support of advocacy at a national level, dissemination of information, and serving as a forum for discussion;
- c) Promoting the highest standards of professional and ethical conduct; and
- d) Facilitating networking opportunities including involvement in Chapter leadership and committee membership;
- e) Recognizing member participation and contributions.

III. CHAPTER VALUES

The Chapter's values are the principles that guide all of our activities. These values, as defined below, provide the direction for decision-making by Chapter leadership and membership. These Values include:

- f) Quality service to our membership is the Chapter's highest priority;
- g) Volunteerism and active participation is recognized as the cornerstone of our Chapter's success;
- h) Teamwork and Mentoring are essential to responding to our Chapter's needs;
- i) Creativity and innovation are encouraged and supported in Chapter participation on committees, at the board of trustees and at all levels within our Chapter;
- j) All members are treated with respect, dignity and fairness;

- k) We act in a fiscally responsible manner; and
- l) Treat each member as an individual, recognizing that personal development is important and essential to professional development.

IV. ENVIRONMENTAL ASSESSMENT

A. External Environment.

Consolidation, integration, increased regulatory oversight, financial constraints, innovation and change continue to be the challenges to the health care industry in the future. Managing successfully in this environment with fewer resources, both financial and human, will continue to be the major challenge facing our membership. As a professional membership organization, the Chapter's value to our membership lies in providing timely and current information and professional educational opportunities, a forum for networking and sharing knowledge and experience, a vehicle for input into the policies and programs which are shaping the industry, and affording our members the personal skills and tools they will need in order to meet the challenges of managing and providing services in this environment.

Further, we recognize that in this environment, the profile of our membership and potential membership will continue to diversify and evolve and that the Chapter's activities must be responsive to this evolution.

B. Internal Assessment.

The Chapter assessed its strengths and weaknesses in accordance with the requirements of the Davis Chapter Management System and in light of our mission statement and chapter values.

In conducting this self-assessment, the Chapter reviewed a variety of sources of information including the Chapter's annual membership surveys, trends in membership including growth, retention and reasons for nonrenewal, networking activities and analysis of our Chapter's financial position.

The Strategic Planning Committee consisting of the Chapter's Board, Officers, and Committee Chairs participated in the creation of this Strategic Plan and the annual self-assessment. Thus, there is input from various levels of leaders in order to accurately reflect the goals of the Chapter and for all of our Chapter leader's to be aware of the strategic initiatives in order to accomplish them. This Strategic Plan will be updated on a yearly basis.

The following sets forth the observations from our member survey and self-assessment:

Member Responsiveness - 32 members (97%) returning the 2004 Survey indicated that they are satisfied overall with their HFMA membership. Although our membership decreased slightly in the past year, consistent with National trends and the cost pressures and downsizing in the healthcare industry, the Northeast Ohio Chapter remains one of the twenty largest chapters in the country (of seventy chapters) with ___ members. Achieving membership growth, retention and maintenance will continue to be a challenge in the coming years.

Education Programs - Membership surveys conducted for the past year, 2003/2004, indicated the following:

1. Participants were generally very satisfied with the program offerings. Feedback indicated positive perceptions as to value, timely topics, locations, and relevance to job.
2. Participants indicated the most interest in topics about reimbursement, followed by patient financial services, and information technology.
3. The top attended program was the February (Patient Financial Services) program.

In recent years, some of the programs, primarily those dealing with specialty categories (Post Acute Care, Information Technology) have not had adequate attendance to cover the costs of providing the programs. Since Chapter Leadership intends to continue to provide this education to our members, strategies must be developed to provide adequate funding of the entire slate of programs offered. One successful strategy has been to partner with other groups such as the Center for Health Affairs for certain program presentations.

Social Activities/Networking - Attendance at our regular social activities remains strong overall. Our Holiday Party was again very well attended, with 107 attendees. The Chapter demonstrates its recognition of the value of such events by subsidizing a portion of the costs. Ongoing emphasis of networking opportunities is viewed positively by our membership.

Member Participation and Continuity - The current committee structure, which includes co-chairs for many committees, supports the Chapter's need for continuity and efficiency. At the same time, it has broadened the leadership opportunities for members, and facilitates member participation as evidenced by the continued vitality of our programming and activities and the spirit of teamwork at the committee level. Higher attendance at monthly meetings needs to be a priority objective and requires Chapter Leader involvement.

Membership Diversity – A review of the organizations represented by our membership shows how the makeup of our Chapter has changed over the last five years:

<u>Type of Organization</u>	<u>1998</u>	<u>2003</u>
Accounting/Consulting	25.3%	22.4%
Health Plan/Insurance	9.0%	3.1%
Health System Corporate	10.1%	16.8%
Hospital/Health System	38.7%	40.8%
Other Medical/Clinical	10.9%	11.0%
Other	6.0%	6.0%

With the largest change being in the area of Health Systems, we must be responsive to the particular needs and interests of that growing segment, while remaining sensitive to the interests of all groups.

Fiscal Responsibility – Projected fiscal year ended May 31, 2004 will result in an increase in net assets. The Balance Sheet is solid with approximately \$107,000 in net assets, and compares favorably to the annual operating budget of approximately \$100,000.

V. CHAPTER GOALS AND OBJECTIVES.

A. Goals for Quantity of Service to Members.

1. PROVIDE HIGH QUALITY PROFESSIONAL AND PERSONAL EDUCATION PROGRAMS.

Objective	Responsible Party	Target Date	Measure(s) of Success
a. Conduct 8 monthly education programs including a social component (lunch, breakfast, social hour)	<ul style="list-style-type: none"> • Program Committee 	May, 2005	<ul style="list-style-type: none"> • Attendance trends • Membership survey • Program evaluations
b. Develop personal development programming by including such topics in regular programs and/or the Annual Institute, referenced in d. below. Also build personal development skills through Chapter's newsletter.	<ul style="list-style-type: none"> • Program Committee • Newsletter Committee • Annual Institute Committee 	May, 2005	<ul style="list-style-type: none"> • Attendance trends • Program evaluations
c. Sponsor certification preparation programs for interested members.	<ul style="list-style-type: none"> • Certification Review Committee 	May, 2005	<ul style="list-style-type: none"> • Continued interest in obtaining certification and success of those taking exam. • Monitor program.
d. Sponsor Annual Gerry Haggerty-Leadership Institute a 2-day educational	<ul style="list-style-type: none"> • Annual Institute Committee 	May, 2005	<ul style="list-style-type: none"> • Attendance levels-maintained or increased • Membership survey • Institute survey.

Objective	Responsible Party	Target Date	Measure(s) of Success
program with numerous networking activities.			

Objective	Responsible Party	Target Date	Measure(s) of Success
e. Increase program attendance by extending invitations to members of other professional organizations	<ul style="list-style-type: none"> • Program committee 	Ongoing	<ul style="list-style-type: none"> • Program financial statement

2. PROVIDE TIMELY HEALTH CARE LEGISLATIVE, POLITICAL, REGULATORY AND OTHER INFORMATION IN SUPPORT OF MEMBERS' INDIVIDUAL AND ORGANIZATIONAL ADVOCACY EFFORTS. PROVIDE TIMELY COMMUNICATIONS TO MEMBERS, ON CHAPTER ACTIVITIES AND SERVE AS COMMUNITY RESOURCES ON HEALTH CARE ISSUES.

Objective	Responsible Party	Target Date	Measure(s) of Success
a. Assess key issues of interest to members through use of membership survey. Update 2004 survey to incorporate current mission objectives. Develop list of priorities.	<ul style="list-style-type: none"> • Membership Committee 	February 28, 2005	<ul style="list-style-type: none"> • Use of priority list in Chapter activity planning.

Objective	Responsible Party	Target Date	Measure(s) of Success
b. Maintain and build relationships with other HFMA chapters, and other professional associations to align with National HFMA objectives and to increase sources of information available to our membership.	<ul style="list-style-type: none"> • Program Committee 	Ongoing	<ul style="list-style-type: none"> • Reports from Association liaison

Objective	Responsible Party	Target Date	Measure(s) of Success
c. Develop plan for creating greater awareness of HFMA among employers and business leaders of our members.	<ul style="list-style-type: none"> • Officers • Website Committee 	Ongoing	<ul style="list-style-type: none"> • Stability or increase in membership and participation.
d. Publish and distribute a Chapter newsletter quarterly. Content guidelines include: financial statements; highlight report synopsis; Corporate Sponsor feature; listing of upcoming events; new member listing; President's column; Notes from National and reports of previous events.	<ul style="list-style-type: none"> • Newsletter Committee 	Quarterly	<ul style="list-style-type: none"> • Membership Survey • Publishing of Newsletters
e. Continue development and maintenance of Chapter Website. Enhance website to be a valuable tool.	<ul style="list-style-type: none"> • Web Committee 	Ongoing	<ul style="list-style-type: none"> • Frequency of people visiting web-site.

3. CREATE OPPORTUNITIES FOR NETWORKING AMONG CHAPTER MEMBERS.

Objective	Responsible Party	Target Date	Measure(s) of Success
a. Host a Holiday Party/ Recognition Dinner; increase attendance by subsidizing cost of attendance and expanding program content	<ul style="list-style-type: none"> • Networking Committee 	December, 2004	<ul style="list-style-type: none"> • Attendance levels maintained or increased each year. • Membership survey

Objective	Responsible Party	Target Date	Measure(s) of Success
b. Integrate networking into Annual Gerry Haggerty Leadership Institute	<ul style="list-style-type: none"> • Annual Institute Committee 	May, 2005	<ul style="list-style-type: none"> • Attendance levels maintained or increased each year. • Annual Institute Survey. • Measurement Survey.
c. Sponsor Volunteer Appreciation Event	<ul style="list-style-type: none"> • Networking Committee • President 	Fall 2004	<ul style="list-style-type: none"> • Attendance
d. Maintain a clearinghouse for financially related health care positions in the Chapter area. Match resumes and positions. Keep members informed of availability of this service. Post this information on our Chapter Web-site.	<ul style="list-style-type: none"> • Special Placement Committee • Web Committee 	Ongoing	<ul style="list-style-type: none"> • Numbers of positions available. • Number of placements made. • Amount of traffic to that portion of the web-site.
e. Program/social meeting	<ul style="list-style-type: none"> • Program Committee 	August, 2004	<ul style="list-style-type: none"> • Attendance
f. Lunches/Cocktail hours	<ul style="list-style-type: none"> • Program Committee 	Monthly meetings	<ul style="list-style-type: none"> • Attendance • Membership Survey
g. Sponsor new member orientation and breakfast	<ul style="list-style-type: none"> • Membership Committee 	March, 2005	<ul style="list-style-type: none"> • Attendance • Feedback

B. Goals for Quality of Service to members.

1. MONITOR QUALITY OF SERVICE PROVIDED.

Objective	Responsible Party	Target Date	Measure(s) of Success
a. Conduct annual membership survey	<ul style="list-style-type: none"> • Membership Committee 	February, 2005	<ul style="list-style-type: none"> • Returned survey. • Quality of information and comments.

Objective	Responsible Party	Target Date	Measure(s) of Success
			<ul style="list-style-type: none"> • Ability to incorporate comments in subsequent year's strategic plan.
b. Conduct program evaluation of each educational program	<ul style="list-style-type: none"> • Program Committee • Annual Inst. Committee 	Ongoing throughout the fiscal year	<ul style="list-style-type: none"> • Evaluations conducted & responses used in subsequent year's strategic plan.
c. Update and Revise Strategic Plan to reflect the Chapter's goals	<ul style="list-style-type: none"> • Strategic Planning Committee • Board of Trustees 	May, 2005	<ul style="list-style-type: none"> • Plan used on ongoing basis each year. Compare to Self-Assessment results.
d. Improve the quality of programs and speakers	<ul style="list-style-type: none"> • Program Committee • Annual Institute Committee 	Ongoing throughout the fiscal year	<ul style="list-style-type: none"> • Program evaluations.
e. Increase and/or maintain attendance at education programs	<ul style="list-style-type: none"> • Program Committee • Annual Institute Committee 	Ongoing	<ul style="list-style-type: none"> • Attendance trends.
f. Maintain Chapter history.	<ul style="list-style-type: none"> • Historian 	Ongoing	<ul style="list-style-type: none"> • History updated and prepared for distribution
g. Chapter Self-Assessment	<ul style="list-style-type: none"> • Strategic Planning Committee • Board of Trustees 	May, 2005	<ul style="list-style-type: none"> • Results of self-assessment as compared to Strategic Plan's goals and objectives.
h. Recognize Chapter members volunteerism and contribution to Chapter at Annual Recognition dinner and through other means, as appropriate	<ul style="list-style-type: none"> • Awards Committee 	September, 2005 Ongoing	<ul style="list-style-type: none"> • National Awards received. • Member satisfaction as reflected from Membership Survey. • Attendance at recognition events.

C. Goals for Chapter Administration.

1. CHAPTER WILL BE MAINTAINED ON A FISCALLY SOUND BASIS.

Objective	Responsible Party	Target Date	Measure(s) of Success
a. Prepare preliminary annual budget May 1 for final budget approved by May 30.	<ul style="list-style-type: none"> • Treasurer 	Final approval at June, 2004, meeting	<ul style="list-style-type: none"> • Budget approved
b. Provide services to members while maintaining fiscal stability	<ul style="list-style-type: none"> • Treasurer 	Ongoing	<ul style="list-style-type: none"> • Maintain liquidity reserve at least equal to 50% of one year's operating expenses • b. Operating margin will be between +or – 10%.
c. File all required financial reports with National HFMA, IRS and other regulatory bodies by required dates.	<ul style="list-style-type: none"> • Treasurer 	Various	<ul style="list-style-type: none"> • Timely filing
d. Conduct annual audit of Chapter finances.	<ul style="list-style-type: none"> • Audit Committee • Outside auditor 	September 30, 2004	<ul style="list-style-type: none"> • Unqualified audit opinion
e. Solicit corporate sponsors for the Chapter.	<ul style="list-style-type: none"> • President-Elect 	June 30, 2004	<ul style="list-style-type: none"> • Increase number of sponsors and dollars raised
f. Davis Chapter Management System	<ul style="list-style-type: none"> • Strategic Planning Committee • Chapter Coordinator 	Quarterly through April, 2005	<ul style="list-style-type: none"> • Satisfy all reporting requirements in a timely and thorough manner

2. MAINTAIN CHAPTER MEMBERSHIP.

Objective	Responsible Party	Target Date	Measure(s) of Success
a. Update and monitor membership retention plan annually	<ul style="list-style-type: none"> • Membership Committee 	Ongoing	<ul style="list-style-type: none"> • Membership levels maintained
b. Develop means to retain “at risk” members	<ul style="list-style-type: none"> • Membership Committee 	Ongoing	<ul style="list-style-type: none"> • Increase member retention

3. STRENGTHEN CHAPTER LEADERSHIP

Objective	Responsible Party	Target Date	Measure(s) of Success
a. Establish succession plan.	<ul style="list-style-type: none"> • Board of Trustees and Officers 	Ongoing	<ul style="list-style-type: none"> • Appropriate individuals identified and contacted
b. Increase number of organizations employing members	<ul style="list-style-type: none"> • Officers and membership committee 	May, 2005	<ul style="list-style-type: none"> • 5 new organizations sponsor members
c. Increase participation in leadership positions	<ul style="list-style-type: none"> • Officers 	May, 2005	<ul style="list-style-type: none"> • Appoint 5 individuals who have not served as co-chairs to co-chair position
d. Increase volunteerism	<ul style="list-style-type: none"> • Officers and co-chairs 	May, 2005	<ul style="list-style-type: none"> • Increase volunteers to committees by 10 new individuals
e. Maintain enthusiasm of current chairs	<ul style="list-style-type: none"> • Board of Trustees and Officers 	Ongoing	<ul style="list-style-type: none"> • Rotate volunteers in different leadership positions
f. Past Presidents involvement in committees	<ul style="list-style-type: none"> • Officers • Board of Trustees 	Ongoing	<ul style="list-style-type: none"> • Involvement of 5 past presidents
g. Target Senior Financial Executives	<ul style="list-style-type: none"> • Officers • Board of Trustees • Past Presidents 	Ongoing	<ul style="list-style-type: none"> • Increased CFO involvement

Objective	Responsible Party	Target Date	Measure(s) of Success
h. Prepare Directors as future Officers	<ul style="list-style-type: none"> • Officers • Past Presidents 	Ongoing	<ul style="list-style-type: none"> • Movement of Directors to Officers in Chapter

4. MAINTAIN STATUS AS A LOCAL CHAPTER OF NATIONAL HFMA AND ACHIEVE RECOGNITION FOR OUTSTANDING EFFORTS.

Objective	Responsible Party	Target Date	Measure(s) of Success
a. Monitor annual Chapter requirements and satisfy them in accordance with our Chapter purpose, mission and values	<ul style="list-style-type: none"> • Board of Trustees and Officers 	Ongoing	<ul style="list-style-type: none"> • Chapter Charter • Reports from National HFMA.
b. Achieve HFMA National awards	<ul style="list-style-type: none"> • Committee Chairs 	Ongoing	<ul style="list-style-type: none"> • Submission of award communications