



hfma[™] new jersey chapter
healthcare financial management association

STRATEGIC PLAN FOR SERVICE QUALITY AND GROWTH
JUNE 2008 – 2010

Updated JUNE 1, 2009

STRATEGIC PLANNING COMMITTEE

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EXECUTIVE SUMMARY

The HFMA New Jersey Chapter has developed a strategic plan for program years 2008-2010, updated for June 1, 2009, incorporating the following:

- Engage active feedback from the Chapter's membership in developing strong, in-depth educational programs on timely topics.
- Evaluate the educational sessions offered to the membership and attract wider participation.
- Evaluate educational programs targeted to payer and non-hospital membership in the Chapter.
- Revamp the approach to educational programming management and coordination through the establishment of a Program Chair position at the Board level.
- Research various locations to hold education sessions, responding to membership's request for variation in meeting locations.
- Modify the annual Chapter Planning Meeting to have less emphasis on dissemination of information and a greater emphasis on the Strategic Plan and the identification and development of Chapter goals for the coming year.
- Incorporate the goals and targets defined in the Chapter Balanced Score Card into Chapter planning and the Strategic Plan.
- Continue the Leadership Training Retreat for Committee Chairs and Board members with an increased emphasis on planning.
- Adopt and implement a Chapter Marketing Plan to build the membership base, retain existing members and expand the reach of the Chapter, further promoting the value of HFMA membership to individuals and employers.
- Engage the entire Chapter membership to respond, learn and improve.
- Promote increased utilization of the Chapter website through the continued development of the revamped website, making members aware of the content on the website and using every reasonable opportunity to drive members to, or through, the website (i.e. on-line registration, National membership directory, etc.).
- Continue to explore mechanisms to make the content on the Chapter website easy to access and use.
- Continue to respond in a proactive nature, to new state and federal regulatory issues.
- The Chapter will continue to have two Associate Board member positions to provide advice and to offer suggestions for improvement to the Chapter.
- Continue to enhance the appearance of the Chapter's *FOCUS* newsmagazine.
- Continue to promote the Chapter scholarship program.

- Continue to promote HFMA certification as a means to enhance career opportunities.
- Improve upon the Chapter survey process, response rate and feedback, utilizing new website tools.
- Continue to review and implement the recommendations of the National Chapter Achievement Team (CAT) consults from prior years to improve upon succession planning and increase committee participation.
- Promote HFMA's 2009/2010 Chairperson's theme, "*Making it Count.*"

PLANNING AND DATA GATHERING PROCESS

- Regularly perform program content and speaker evaluations for all educational sessions, including quarterly Chapter meetings, educational sessions and the Chapter's Annual Institute.
- Surveyed Chapter membership through National in October, 2007.
- Surveyed Chapter membership in March/April of 2009.
- Surveyed Chapter committee chairs in March, 2009.
- Requested and incorporated input from the Chapter Board of Directors and Advisory committee members with regard to revisions to the Strategic Plan and Chapter goals for the coming year.
- Met with a CAT consult during LTC in April, 2008 to begin the process of developing succession planning and increase committee participation.
- Completed a 2009/2010 planning meeting with all Board members and Directors in April 2009, discussing current and proposed initiatives, including the development of a Chapter Marketing Plan.
- Participated in the April 2009 National LTC, including all Chapter officers and the Education Committee Chair.

VISION

To be an indispensable resource for healthcare finance professionals in the state of New Jersey and to provide educational and networking opportunities to individuals and organizations that seek to attain excellence in healthcare financial management.

CHAPTER MISSION

To provide members with opportunities for professional growth through sound educational programs, information sharing among peers, certification and networking, while influencing healthcare legislation, operational practices, and accounting policies, in conjunction with establishing and promoting the highest standard of professional and ethical conduct.

CHAPTER VALUES

The New Jersey Chapter is guided by the following values:

- Service to the membership is the highest priority.
- Excellence is the standard for all that is done.
- Teamwork is essential to the success of the Chapter.
- Creativity and innovation are to be encouraged.
- To act in a financially responsible manner.
- Individuals to be treated with respect and dignity.
- Encourage and support active member participation.
- Recognition of individuals for contributions at all levels of service.
- Encourage continuing education and certification of membership.

EXTERNAL ASSESSMENT

The New Jersey Chapter solicits member's' input through a variety of mechanisms on a regular basis at various times during the year. Program assessments are conducted at all educational sessions and at the Annual Institute. An overall Chapter survey is sent to 100% of the membership annually. A survey specific to Chapter committee chairs is also completed each year. The information gained from these and other sources is utilized in developing the Chapter's annual goals and objectives and updating the Strategic Plan.

The current external assessment for the New Jersey Chapter includes the following observations with regard to the healthcare industry in New Jersey:

- Consolidation – The creation of multi-hospital systems has resulted in fewer jobs and a reduction in membership from traditional sources, attributable to hospital closures and bankruptcies.
- Economy – The economic downturn that began in 2008 continues to impact the New Jersey healthcare market in the form of hospital closures and bankruptcies. Correspondingly, this has led to an increase in the number of unemployed and uninsured populations further impacting healthcare facilities and staff. It is anticipated that this will affect the Chapter’s ability to attract and retain members as well as efforts to engage members in volunteer roles and their ability to participate in educational opportunities.
- Expense Reductions – Pressures to reduce provider costs has resulted in a decrease in the available provider dollars that are dedicated to education and professional development.
- Limited Flexible Time – The reduction in staffing has increased the workload for industry professionals, affecting both attendance at Chapter sponsored events and their ability to volunteer to serve the Chapter.
- Competition with other Education Programs – There are many other professional and commercial organizations that attract our members with educational programs that compete with similar programs sponsored by the Chapter.
- Legislative Changes & State Budget –The political and financial climate in the state of New Jersey results in additional pressures on healthcare providers and associated financial and clinical professionals. The New Jersey Hospital Association actively participates at the HFMA, NJ Chapter Board level, and informs the entire membership on current and critical issues affecting the healthcare environment.
- Free Standing Competition -Recent increases in this segment of the market has added financial and operating pressures to the hospital providers. Hospital are feeling the impact of the shift to non-hospital, free standing centers on their volumes and “bottom lines”.

INTERNAL ASSESSMENT

In October 2008, HFMA National sent out a survey to a sample of 383 Chapter members. The response rate was 32%. The following is a summary of the responses:

[Note: A Chapter survey was conducted in April 2009 and the results will be incorporated here once tallied and reviewed.]

STRENGTHS

- **Quarterly Chapter Meetings and Educational Programs** – 93% of the respondents indicated that they were satisfied or very satisfied with the quality of the speakers and programs sponsored by the Chapter.

- **Communication** – Respondents felt that they are sufficiently informed about the activities of the Chapter through various mechanisms, such as the Garden State Focus magazine, e-mail and the web site. These avenues have increased the Chapter’s ability to communicate with members and to be responsive to member needs. 97% were satisfied or very satisfied.
- **Networking** – The Chapter provides numerous networking functions throughout the year. The Chapter survey indicates that the members are pleased with the level of networking opportunities. 83% were satisfied or very satisfied.
- **Financial Stability** – The strength of our financial position affords us the ability to subsidize high quality programs and networking events. It also provides us with the opportunity to support our membership by offering scholarships for higher education to member dependents.
- **Member Recognition** – The strength of our Chapter is in the dedication and participation of our volunteers. We will continue to implement and enhance the level of member recognition since we must rely on the continued active involvement of the membership. The Chapter will continue to have two, Associate Board members who will sit on the Board of Directors and participate in a non-voting position. This program began in the 2006/07 Chapter year.
- **Website (www.hfmanj.org)** – The website continues to be developed as an additional means of communication, and a valued resource for upcoming events. The Job Bank, which includes a listing of current employment opportunities for our members throughout our catchment area, is the most highly utilized page on the site. 91% were satisfied or very satisfied.

WEAKNESSES

- **Lack of Active Participation from Senior Financial Executives (SFE)** – As financial pressures increase in the industry, the SFEs find it increasingly difficult to actively participate and have asked for programs specifically geared to their needs. Program attendance is largely comprised of the technical and mid level financial management staff and vendors.
- **Policies and Procedures** – The Chapter continues to develop and revise policies and procedures. Existing policies and procedures will be reviewed annually, with new policies added, as necessary, to provide improved structure and guidance to the organization and its leaders. All appropriate policies will be maintained on the Chapter web site for access by the membership.
- **Committee Involvement/Succession Planning** – With expanding professional and personal commitments, it has become increasingly difficult to secure active committee members and chairpersons. Although, many members sign up for committee membership, meeting participation is low even with the increased flexibility of being able to participate via conference lines. This impacts the ability to cultivate future Chapter leaders. To assist the

- Chapter in improving this area, National CAT consults have been utilized over the past several years and the Chapter has worked to implement the recommendations of the CAT team members. The Board Committee Liaisons have taken on an expanded role in addressing succession planning to improve the effectiveness and timeliness of this process.
- **Decreased and Continued Lack of Provider Attendance at Chapter’s Educational Sessions –** The attendance at all educational meetings is in need of greater provider participation. While the Chapter recognizes the contribution of its vendor members, the input and expertise of the provider community is integral to our mission. The location of Chapter Programs was identified in the membership survey with no specific recommendation. Each year, during the planning of education sessions, consideration of other locations will be explored.

CHAPTER GOALS AND OBJECTIVES

Goals for Service to Members

- Achieve the targets as established in the 2009-2010 Chapter Balanced Score Card (CBSC) published by National.
- Incorporate the CBSC, Program Planning Tool and Davis Chapter Management System (DCMS) reporting into each Board meeting agenda.
- Continue to expand upon current caliber of educational programs and collaborative educational efforts with other organizations such as ACHENJ, AAHAM, MGMA, HIMS, NJHA, HCCA, HMMS-NJ and other HFMA Chapters.
- Experiment with different pricing schemes, meeting structures, meeting locations and meeting content to determine what is most attractive and beneficial to the membership.
- Seek and receive input from the Chapter’s membership on educational topics via surveys.
- Increase Board representation at all Chapter sponsored programs.
- Continue an ongoing recognition program for certified members, Chapter Chairs and members/committees who volunteer “above and beyond”.
- Continue to offer coaching courses for members interested in certification and continue to provide a Chapter-Wide formal certification test site a minimum of twice a year.
- Encourage Chapter members to take the certification exam and provide greater preparation and exam-taking opportunities for members.
- Continue to enhance the Chapter’s annual Leadership Retreat for the incoming leadership.
- Expand upon the networking opportunities offered to the membership.
- Utilize the National Chairman’s theme for 2009-2010, “Making it Count”, to promote members to get the most they can from their HFMA membership through taking advantage of education and networking opportunities and volunteering on behalf of the Chapter.

Goals for Education

- Create a renewed focus on the educational mission and goals of the Chapter.
- Implement a Program Chair role at the Board level to oversee and coordinate all Chapter educational initiatives.
- Utilize the Program Planning Tool required by National as a Chapter level tool to incorporate the entire educational calendar, budget and Chapter educational planning, utilizing this tool as a basis for both planning and evaluation.
- Expand Senior Financial Executive involvement in Chapter Programs.
- Provide more educational sessions that are instructional in nature.
- Effectively utilize the expertise and insight of Board members who are current CFOs to aid the Chapter in addressing CFO concerns, expand CFO involvement in educational programs and encourage greater involvement and support from Senior Financial Executives.
- Expand the variety of locations for educational sessions throughout the state.
- Expand the use of Chapter webinars, begun in 2008/2009, to enhance the educational offerings of the Chapter and members' ability to participate.
- Continue to review and integrate National programming, National CAT team best practice educational projects identified through our use of CAT team members and Chapter leader topic surveys for use within the Chapter.

Goals for Quality of Service

- Encourage the membership to utilize the National on-line directory, providing a link to the National directory on the Chapter website.
- Utilize funds saved from eliminating the annual publishing of the Chapter Directory to further enhance, update and maintain on a current basis the revamped Chapter website, including a calendar for educational and social events.
- Improve upon committee structure to ensure that the Chapter is being proactive and adequately addressing the various needs of the membership and to facilitate the integration of new members sought through the Chapter's marketing efforts.
- Continue to publish the Garden State 'FOCUS' newsmagazine six times a year.
- Improve upon the Chapter member survey process and create avenues to improve feedback.
- Pursue vendors to subsidize various educational events.

Goals for Chapter Growth

- Adopt and implement a Chapter Marketing Plan to act as a guide in maintaining members, attracting new members, encourage volunteerism and increase member participation in Chapter educational and networking offerings.
- Explore opportunities to expand sponsorships including through the acknowledgment of sponsors on the revised Chapter website.
- Follow-up with all non-members who attend any Chapter program/event to encourage them to become HFMA members.
- Continue discussions with vendors to provide hotlinks to HFMANJ.org and HFMA National website from their website.
- Reach out to area colleges and universities to encourage students to become members.
- Encourage existing members to participate in the National ‘Get-a-Member’ campaign.
- Increase membership via educational sessions whereby the cost of the program is equal to and will be applied to the HFMA membership.
- Through “new member” breakfast at alternate sites, recruit individuals for participation on committees.

2009 – 2010 CHAPTER BALANCED SCORE CARD (CBSC)

The CBSC is hereby incorporated into the Chapter’s Strategic Plan.

CBSC Element	Date Source	2009-10 Weight
Education (Registrant Hours per Member) Target: 13.5 hours per member or 0.5% growth		20 points
Membership Target: maintain chapter year start count		20 points
Member Satisfaction Target: at least 49% of survey respondents responded “very or extremely satisfied”		15 points)
Seamless System of Service Target remains the same: select two elements from the updated SSS schedule of: Annual Report, Audio Webcast Service,		10 points

Chapter Advancement Team (CAT) Facilitation, Forums Participation, HFMA Registration Service, Investment Program, Leadership Training Conference, Publish Membership Directory, Strategic Plan, Yerger Award Submission*		
CBSC Element	Date Source	2009-10 Weight
Days Cash on Hand Target: chapter performance between 150 – 600 days (inclusive)		5 points
DCMS On-time Reporting of Chapter Requirements Target: On-time reporting of all DCMS requirements (exclusive of education events and newsletters)		5 points
DCMS On-time Reporting of Chapter Education Events Target: education events must be reported within the quarter in which they occurred		10 points
DCMS On-time Reporting of Chapter Newsletters Target: at least one chapter newsletter must be reported each quarter		5 points
Certification Target new for 2009-10: Chapter are to have two more certification exams taken than in previous year (Note – the metric is for exams taken, not passed)		10 points (new)
Total Points		100 points
Threshold Performance Level (TPL) TPL changed for 2009-10 For 2009-10, Chapter Advancement Plans are required for chapters < TPL		50 points