



Healthcare Financial Management Association

SOUTH CAROLINA CHAPTER



Strategic Plan for
Service, Quality and Growth
2010-2014

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EXECUTIVE SUMMARY

The HFMA South Carolina Chapter Officers in collaboration with the Chapter Board has worked to complete the enclosed Strategic Plan for the 2010-2014 Chapter years. We believe that this plan will serve as a roadmap for achieving excellence into the 2014 chapter year. The ultimate goal is to provide a professional resource for our Chapter members in our quest to reach a five-year goal of sustained excellence and achieve the Shelton Award, the highest award given to chapters by HFMA National.

The plan is an overview of what our current chapter must do to continue to meet the needs of our members. The Chapter Planning sessions took place during the National Leadership Training Conference held in Phoenix, AR and during the Mini Leadership Training Conference held in Columbia, SC. Chapter Officers, Board members and Committee Chairpersons attended the respective conferences. Our planning sessions included orientations on chapter leadership roles, chapter bylaws, the chapter financial policy, committee responsibilities, current chapter performance, the Chapter Balanced Score Card program, chapter profile, market segment reports, the 2009-2010 results, and succession planning. All areas served as the catalyst for our Strategic Planning Process. We participated in a review of Membership Survey in order to identify particular areas of positive performance as well as areas that we could better engage available resources to improve satisfaction and results.

The current environment that we work in is full of changes that force us to posture and adapt. We must have the ability to anticipate these changes and quickly change our processes to minimize negative impacts. Our success centers on our individual abilities as leaders to manage resources effectively and successfully. The National as well as the State Chapter exists on the foundation of being an indispensable professional resource to individuals and organizations in healthcare finance.

Our Chapter Leadership believes that if we can provide timely education topics of a high level of quality at an affordable price that this will in turn create positive collateral effects on member satisfaction, member retention, increased member attendance and participation and improve the Chapter's cash position.

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

- Continued excellence in education
- Focus on Membership
- Corporate Sponsorship
- Certification
- Other areas or the Chapter Balanced Score Card

SECTION I

CHAPTER MISSION

The Healthcare Financial Management Association South Carolina Chapter is chartered by National HFMA. The membership is open to all persons that live and/or work in South Carolina who have an interest in or are involved in healthcare financial management. HFMA South Carolina Chapter serves and represents its members and the healthcare community by:

- Providing quality, affordable educational programs on current issues;
- Providing networking opportunities for its members;
- Providing a mechanism for support of common goals;
- Providing opportunities for professional advancement through coaching courses for certification;
- Disseminating information through electronic and print media as needed;
- Providing leadership training;
- Promoting standards that are highly professional and ethical;
- Facilitating communication and cooperation between providers, payers, governmental entities, and related associations;
- Serving as a resource for National HFMA, and
- Serving as a liaison with the South Carolina Hospital Association (SCHA) for health finance issues.

VISION OF THE CHAPTER'S FUTURE

The Healthcare Financial Management Association South Carolina Chapter (HFMA South Carolina Chapter) will continue to be the leading professional resource for individuals seeking excellence in the area of financial management of integrated health systems and other healthcare organizations.

CHAPTER VALUES

The South Carolina Chapter has a long record of service to its members. The valued principles that provide our direction and stability are:

- Service to members is our highest priority.
- Individuals are important and should be treated with respect.
- Excellence is a standard in all that we do.
- Teamwork promotes quality and is essential to our success.
- High ethical and professional standards are essential to our success.
- Creativity and innovative ideas must be encouraged.
- As members of a financial association, we must act in a financially responsible manner.

SECTION II

Survey Summary

National HFMA issues a Chapter Membership survey annually in an effort to measure member satisfaction with state chapter performance. The results also serve as a valuable resource in guiding state chapters to develop processes to address areas of vital importance to members

The following summary was based on the results of the last survey that was issued in January 2010. The sample size was 105 respondents.

The survey asked how satisfied chapter members were in the following eight areas:

- The educational programs
- The educational topics addressed
- The speakers at programs
- The location of programs
- The coverage of state and regional issues
- Member communications (e.g. newsletter)
- Networking opportunities
- Web Site

Responses indicated that chapter members were satisfied with these areas, but there is room for improvement. Four areas that could be improved were identified as:

- The speakers used at the educational programs
- The location of programs
- Member communication (e.g. newsletter)
- Web Site

The next two sections of the survey identified particular programs/topics that members were most interested in receiving additional education in the upcoming year. The top five programs/topics were:

- Healthcare payment reform
- State Regulatory/legislative update
- Changes in Medicare reimbursement policies
- New technologies in the healthcare finance, revenue cycle and clinical-financial integration
- Trends and outlook for local healthcare industry

SECTION II (CONT'D)

The next two sections addressed factors that members most wanted to see improved in their state chapter. The top five topics were:

- The topics addressed at educational programs.
- The frequency of chapter programs.
- Networking opportunities
- The coverage of state and regional issues
- The speakers used at educational programs

The next section addressed ways that the state chapter could exceed member expectations. The top three ways were:

- Improve chapter communication
- Need to present applicable education topics
- Need to be more involved

The final section asked for feedback on what would make chapter events so compelling that members would have to attend more frequently. The following were the top four areas:

- Better location (41.7%)
- Lower cost (33%)
- Applicable educational topics (16.7%)
- More CPE credit related events (8.3%)

Based on the chapter survey results, chapter members are satisfied, for the most part, with the operation of the chapter. Through the results, members also voiced an interest in improving chapter educational opportunities through improvement of topics, program locations, speakers and communication. They also provided additional education topics for future programs. Members also indicated that they wanted more available networking opportunities.

The full chapter survey can be viewed on the HFMA South Carolina Website www.schfma.org

SECTION III

Strategic Direction

1. Continued Excellence in Education

The chapter leadership identifies education as one of our strongest characteristics from the Mini-LTC planning session. Many members agree with this but want to see continued improvements in this regard. This is evident in the survey feedback.

Goals:

- a. Development of the program planning tool to proactively establish an education plan for the chapter year. Finalize tool by June 1st.
- b. Conduct 2 major institutes during the chapter year.
- c. Provide an average of 14.5 registrant hours per member for the chapter year.
- d. Provide at least 4 webinar education sessions during the chapter year.
- e. Provide educational sessions during the year that cover the following topics:
 - i. Healthcare payment reform
 - ii. State Regulatory/legislative update
 - iii. Changes in Medicare reimbursement policies
 - iv. New technologies in the healthcare finance, revenue cycle and clinical-financial integration
 - v. Trends and outlook for local healthcare industry
- f. Continue to develop the CRCA program to other organizations.
- g. Have at least two co-sponsored events with the SCHA.

2. Focus on Membership

HFMA National has identified membership retention as an integral part of the Chapter Balanced Score Card system. The success of the chapter depends on our ability to retain new and current membership and engage them in an “active” membership.

Goals:

- a. No decrease in membership (490)
- b. Create a plan for leadership succession in regards to committee participation. (i.e. officers, co-chairs and others)
- c. Continue to develop the Ambassador program for new members
- d. Continue HFMA 101 & 201 program to educate new and existing membership on HFMA operations and opportunities.
- e. Explore opportunities to co-sponsor events with other associations.

SECTION III (Cont'd)

- f. Develop a plan to engage more of the current membership into an “active status”.
- g. Achieve at least a 49% overall satisfaction rating on bi-annual membership survey (Those that are extremely or very satisfied)

3. Corporate Sponsorship

Corporate Sponsorship is the catalyst that allows the chapter to fund a high quality education program. Continued success in sponsorship is paramount to the chapter's success.

Goals:

- a. Continue the annual sponsorship feedback meeting.
- b. Continue to develop website recognition tools for current sponsors.
- c. Continued develop of the sponsorship directory in the membership directory of the chapter.

4. Certification

Certification continues to be an area that the state chapter excels in. Overall, our chapter sustains about 12.7% of certified chapter membership. This is higher than the National Chapter average of 6.7% and our chapter is 9th in the country.

Goals:

- a. Have at least two members more than the previous chapter year sit for the exam, which is the CBSC goal. The goal is 10.

SECTION IV

Strategic Plan Summary of 2010-2014

Step Up

Service to our members continues to be our highest priority. The national theme of *Step Up* invokes a feeling that reverberates from top to bottom that whatever activities that we engage in we need to do our best to leave a positive “mark”. The current leadership team that has been assembled to lead the chapter in 2010-2011 has already devoted much time and thought into making this a successful year.

The enclosed strategic plan addresses the needs as identified by the chapter survey as well as feedback from planning sessions held with leaders. It establishes quantitative measures that if achieved will ensure that we have a successful future and be able to live up to the theme of *Step Up*.

Overall chapter satisfaction remains good as supported through the chapter survey results. The annualized survey will serve to provide more timely feedback to chapter leaders in order to plan effectively. The only remaining ingredient is chapter member feedback. Members must actively participate in this process in order to be the voice of satisfaction or change.

The plan is simple and as illustrated through previous chapter performance should lead to another year that all members should be proud to be associated with the South Carolina Chapter of HFMA.