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healthcare financial management association  
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Florida Chapter  
Strategic Plan Report  
Cover Page

Florida Chapter  
2010-2013

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## **I. EXECUTIVE SUMMARY**

The Florida Chapter Multi-Year Plan for Service, Quality and Growth is aimed at creating and maintaining an organization of excellence, value, and creativity as a means of providing leadership in the Florida health care community. This document will identify desired goals and strategies for reaching those goals, and describe our action plan for implementing these strategies.

The Florida Chapter is one of the largest chapters in the national HFMA organization and is dedicated to supporting the National Office's Purpose, Vision, and Values, respecting diversity in the workplace and in our organization, and performing to the highest level of ethical standards. Our strategic plan reflects this dedication throughout.

Successful implementation of the strategies outlined in this plan will increase member participation in the Chapter and its activities, provide for membership growth, ensure Chapter financial stability, and provide for the professional development of the individual member.

Specifically, our goals are focused on increasing provider participation at our educational sessions, increasing the level of providers leading our educational sessions, and continuing to involve providers in our Chapter leadership.

We also strive to continue to increase growth of our Chapter membership, and intend to achieve our results through greater interaction with new members by our Membership Committee and by improving our member retention rate.

## **II. THE PLANNING PROCESS**

This Edition of the Florida Chapter Multi-Year Plan for Service, Quality, and Growth utilized the streamlined planning approach developed during the 1997-98 Chapter year. This process involves a Strategic Planning Committee comprised of the 2010-11 President as Committee Chair, with the 2011-12 Chapter President-Elect as the Committee Co-Chair.

The objectives of the strategic planning process are:

- Create a common vision for the future,
- Update the Chapter mission and purpose,
- Identify current and future stakeholders,
- Anticipate future trends and challenges, and
- Develop long-term plans for activities to meet individual and Chapter need.

The Multi-Year Plan is developed considering the current environment, both external and internal, and anticipated trends in this ever-changing industry. The combined experience, industry knowledge, and employment diversity of the Strategic Planning Committee members are a defining strength in this planning process.

This Plan will summarize key Chapter policies, and strategies will be translated into specific goals and tasks at the Director and Committee levels for implementation.

### **III. CHAPTER STRATEGIC GOALS AND OBJECTIVES**

The Chapter has established a set of broad, ongoing Strategic Goals and Objectives that encompass the operational priorities necessary for the Chapter to accomplish its mission of service to members. They form the framework for the Chapter to structure both its short-term and long-term plans.

#### ***Goal #1: Educational Communication***

The Chapter will present high-quality programs that are on topics timely to our membership, emphasizing those areas in which our members indicate a special interest. This constitutes a key component of our forum for the communication of ideas and innovations as well as providing opportunity for individual member growth and knowledge in various areas of interest.

#### ***Goal #2: Member Growth and Retention***

The Chapter will strive to develop and maintain a sustainable membership base that facilitates future growth of the Chapter. Key measures of this goal are 1) sustaining a high level of member retention and 2) overall growth in the Chapter's membership base.

#### ***Goal #3: Increase "Provider" Participation in HFMA Activities***

The Chapter will strive to increase provider member participation in Chapter activities while encouraging new provider member enrollment, recognizing membership diversity and the need to maintain provider member satisfaction by adding value for their membership. The Chapter will place a special emphasis on recruiting Senior Financial Executives as provider members.

#### ***Goal #4: Increasing Financial Resources***

The Chapter will exercise stewardship of its assets for the benefit of all members, undertaking activities that enhance net assets available to finance member educational activities.

#### ***Goal #5: Leadership Development***

The Chapter will strive to provide opportunities for members by promoting professional and personal growth through certification, volunteerism, and networking with other members.

## **Goal #1: Educational Communication**

### **Current Position**

- **16.20 hours per member of educational programming as of 4/30/2010**

### **3-Year Goal**

- FY 2010-11 increase Chapter per member hours to **17.17**.
- FY 2011-12 increase Chapter per member hours to **18.20**.
- FY 2012-13 increase Chapter per member hours to **19.29**.

### **Relationship to Mission:**

- Constitutes a key component of our forum for the communication of ideas and innovations.
- Provides opportunity for individual member growth and knowledge in various areas of interest.

### **How this Goal will be accomplished:**

- Provide innovative educational programs that bring value to our members.
- Promote Provider-Vendor presentations, such as Case model studies
- Improve marketing and timelier communication of educational programs.
- Continue emphasis on local educational programming.
- Expand and formalize the committee structure for Regional Education.

### **Strategies that may be used to achieve this Goal:**

- Implement a meeting theme for statewide meetings.
- Hold more detailed and/or technical workshop-type programming.
- Increase the number of local/regional meetings at health care provider locations.
- Diversify locations of local/regional meetings. Bring the meetings to the members.
- Diversify the format of local meetings to include live Web Casts
- Utilize National resources such as speakers available from National Sponsors
- Plan Chapter educational calendars to limit conflicts with other professional organizations.
- Develop a committee that will focus on core financial and business functions such as: identifying the needs of the Healthcare Senior leadership such CFO'S and Chief Accountants and the functional areas to include: Business Office staff; general accounting; reimbursement and related medical record areas.
- Customized Educational Programs: Reach out to CFO's, Controllers, Reimbursement Directors to "customize educational programs" they feel would be beneficial to their staff and organizations. These would be sponsored and even held at their facilities or other convenient locations or web based events.
- Continuing Education: Develop other annual FASB accounting updates and basic accounting educational sessions that meet CPA credentialing requirements and new accounting staff needs for continuing education, targeting staff and reimbursement accountants.

- Expand the use of Joint Ventures: Working with other professional associations such as AAHAM, ACHE, computer companies, consulting entities and other vendors develop “user group” meetings sponsored by the Florida HFMA Chapter (i.e. Meditech, Siemens, user groups and related educational sessions). The goal would be to optimize user skills and knowledge of new technologies as they relate to business office functions, reimbursement and general accounting. This would be led by regional educational Directors. Such sessions would be held just before the annual chapter meetings making it convenient for them to attend the annual Chapter meeting or local regional Chapter meeting.
- Increase the use of Executive Level Programs such as the CFO Boot Camp
- Define Education committee titles and responsibilities
  - Administrative Co-Chair
  - Speaker Recruitment Co-Chair
  - Web Based Events Co-Chair
  - Technical Workshop Program Co-chair
  - Marketing Co-Chair
- Director to:
  - Hold regularly scheduled conference calls with committee to measure progress at least one call per month on an as needed basis.

**Key external factors that may influence performance:**

- Health of the general economy and of the provider community (affecting ability or willingness to pay program registration fees).
- Competitive efforts by other health care professional organizations.
- Reductions in state and federal provider reimbursement (limiting providers’ ability or willingness to pay membership dues).
- Need for additional training and education of healthcare financial managers to maintain effectiveness in the face of growing challenges.

**Goal #2: Member Growth and Retention**

**Current Position**

- **1,384 Chapter members or 3.0% membership growth and approximately 85.0% member retention rate as of 4/30/2010.**

**3-Year Goal**

- **FY 2010-11 increase Chapter membership by 0.5% and new member retention rate to 85.2%.**
- **FY 2011-12 increase Chapter membership by 1.0% and new member retention rate to 85.5%.**
- **FY 2012-13 increase Chapter membership by 1.5% and new member retention rate to 85.8%.**

**Relationship to Mission:**

- Extends the depth and breadth of member interaction and the volume of knowledge and experience resident in the Chapter membership.
- Increases the size of the participating network of provider members.

**How this Goal will be accomplished:**

- Clearly communicate membership benefits.
- Be proactive in involving members in Chapter leadership and projects.
- Promote volunteerism for the Chapter.
- Encourage new member recruitment, especially focusing on Senior Financial Executives.

**Strategies that may be used to achieve this Goal:**

- Initiate contact with new members immediately upon receiving notification of their enrollment.
- Conduct a formal reception for new members at each of the annual chapter meetings (Spring and Fall).
- Encourage committee chairs to recruit at least one new member for their committees.
- Seek National HFMA assistance with membership recruiting efforts.
- Increase emphasis on innovative educational programs.
- Establish a membership retention and recruitment project to encourage membership growth.
- Focus on ways to better communicate and follow up with members who have expressed an interest in volunteering.
- Distribute list of non-renewed members to the FL Chapter Board for personal, one-on-one follow up to encourage former members to reinstate.
- Identify healthcare systems and providers that do not have a single HFMA member or a low count of HFMA members as membership recruitment targets.
- Conduct an annual raffle (e.g. Win an iPod!) when the dropped members list is released (around July) to encourage membership reinstatement.
- Scholarship Funds: Consistently inform membership of the existence of scholarship funds and the application process. Establish criteria for selection.
- Educational Communication: Expand regional education communication and encourage attendance and regional meetings to solicit membership.
- Financial Assistance: Offer assistance to displaced HFMA members through discounted or waived educational fees.
- Consistent acknowledgement of membership achievements.
- Establish a policy whereby the cost of regional educational sessions is waived with a new membership.
- College Chapters: Develop a plan to establish college chapters that will attract college students as members.

**Key external factors that may influence performance:**

- Health of the general economy and of the provider community (affecting ability or willingness to pay program registration fees and or membership fees).
- Competitive efforts by other health care professional organizations.
- Reductions in state and federal provider reimbursement (limiting providers' ability or willingness to pay membership dues).
- Need for additional training and education of healthcare financial managers to maintain effectiveness in the face of growing challenges.

### **Goal #3: Increase “Provider” Participation in HFMA Activities**

#### **Definitions:**

“*Providers*” are health care including hospitals and health systems, ambulatory care clinics, home health agencies, physician practices and practice management companies, skilled nursing, rehabilitation or other sub-acute service organizations, other providers (e.g. imaging centers, laboratories, surgery centers, etc.)

“*Other Members*” are those engaged in support services to providers, including payer entities: HMOs, health plans or health insurance companies, fiscal intermediaries or carriers. GPO or purchasing alliances, third party administrators, accounting firms, collection and accounts receivable recovery firms, consultants, law firms, financial service firms, professional or trade associations, publishers, educational institutions or other entities that contract with providers for products, equipment or services.

“*Participation*” is documented education/event attendance, and time spent in service to the Chapter which is eligible (and submitted) for Founder’s points, tracked using separate metrics for “Chapter events” and “other service to HFMA” (at chapter or national level).

“*Activities*” are (1) Chapter-sponsored educational and networking events, and (2) member involvement in all HFMA volunteer roles such as leadership, event planning, committees, presentations, publishing, etc. (any activities of the type that would earn Founder’s points). Only Chapter sponsored educational/networking events (including Dixie) will count as educational activity; however a Chapter affiliate’s services to HFMA National will count toward member involvement goals.

#### **Current Position**

**Currently, approximately 62.2% percent of the Chapter’s 1,384 members are providers, but this group earned a disproportionately smaller number of total educational hours and Founder’s points during CY 2008-09 than “other” members. We need active provider participation in Chapter activities to meet our mission goals and retain the membership and support of “other” member categories.**

#### **Three-year Goals**

Increase provider participation in educational hours and chapter service to an amount equal to their representation in the Chapter affiliation roster.

- FY 2010-11 – Increase provider participation to **53.0%**
- FY 2011-12 – Increase provider participation to **53.2%**
- FY 2012-13 – Increase provider participation to **53.7%**

#### **Relationship to Mission**

- Takes advantage of greater depth and breadth of provider experience to enhance the HFMA experience for all members
- Improves feedback and sets an example for members and potential members who may not have first hand experience with HFMA resources at their disposal

- Encourages the support of HFMA provided by members and entities in health care service industries that value networking and exposure to health care financial managers and executives at all levels of “provider” organizations.

### **How This Goal Will Be Accomplished**

- Select educational event topics of interest to members that don’t compete with other organizations’ programming
- Have providers lead more educational programs and write more articles for publishing
- Recruit providers to Chapter leadership roles and projects
- Recruit members from provider organizations which do not have HFMA members
- Improve communications to provider members to highlight upcoming chapter events and volunteer opportunities
- **Create incentives for providers to attend Chapter events by developing tiered pricing so provider members can bring a non member from his/her organization at a reduced rate.**
- **Corporate Sponsor Chair monitors and enforces the sponsor’s use of complimentary registration for providers.**
- **Offer one day special rates for statewide meetings to providers at hospitals in the area.**
- **Chapter committee chairs will make presentations about their committees at statewide meetings to increase provider participation**

### **Strategies That May Be Used to Achieve This Goal**

- Solicit member feedback continuously to determine changing educational needs, interests, and hot topics; share results with programming decision-makers
- Solicit providers to provide the *Sunspots* Editor with hot topics. Provide a suggestion sheet at each chapter and regional meeting. Education Chair and Regional Directors could summarize the suggestions and forward to Editor via email.
- Recruit providers as subject experts to present “peer to peer” educational programs or author/co-author articles, such as case studies; ask non-provider presenters to involve providers in their presentations
- Recruit members (especially new members) to serve on all chapter committees
- Have regional directors or Chapter board members present recognition awards (plaques or certificates) at provider member’s organization and use those occasions to promote HFMA to members and recruit potential members (benefits of membership, upcoming events, fees, applications, etc.).

- Identify all major health care provider organizations that do not have an HFMA member and have chapter leaders personally recruit the senior financial manager/executive to attend an upcoming HFMA regional or statewide event as Chapter's guest
- Send email reminders to members prior to each HFMA sponsored event
- Structure each active committee for 60% provider members and recruit committee members to fill vacancies accordingly. A provider should serve as Editor or Assistant Editor for *Sunspots*.
- Offer provider members registration discounts and other incentives to attend Chapter events (e.g. drawings for provider attendees only, first timer discounts or guest passes); offer provider organizations incentives to support HFMA (e.g. free or discounted registrations or hotel accommodations based on the organization's year to date educational commitment (attendance) at Chapter events or Founder's points earned by employees.
- Offer sponsors the opportunity to bring one provider to a meeting at no charge.
- Whenever possible have educational programs at provider locations
- Establish a feedback board for providers to post questions, solicit suggestions, etc.
- Board Members are required to contact 10 providers to solicit conference attendance for each of the two annual meetings.
- **Annual review of education conferences – statewide and regional – to determine best venues and optimal schedule.**
- Consider combining conferences with AAHAM and hold two large joint conferences per year.

### **Key External Factors That May Influence Performance**

- Tracking Founders' points as National transitions to system based on individual reporting responsibility
- Financial health of the provider community (affecting willingness to fund registration fees and related travel expenses)
- Perception and reality of Florida Chapter's value proposition (right program, right timing, right venue, at right cost) by members and members' sponsors (employers)
- Competing commitments for provider member's time (personal, job-related and professional, including other professional organizations, and competing programming)
- Venues (Florida is a tourist destination state that hosts many competing programs in attractive venues; Chapter members may prefer to attend programs outside the state for a change of venue)

## **Goal #4: Increasing Financial Resources**

### **Current Position**

- **Net Chapter assets of \$337,693 as of May 31, 2010 on revenues of \$250,415 for the twelve month period ending May 31, 2010.**

### **3-Year Goal**

- **Maintain net Chapter assets of \$150,000, or \$120/member, whichever is greater, based on average annual revenues of \$167,000.**

### **Relationship to Mission:**

- Provides necessary resources to support educational and networking efforts.

### **How this Goal will be accomplished:**

- Careful stewardship of Chapter assets.
- Increase Corporate Sponsorship revenues.
- Prepare an annual budget supported by accurate and detailed information.
- Increase participation in the Corporate Sponsorship program.
- Reevaluate investment options-Long-Term investment program.
- Establish an advertising committee to generate additional revenues.

### **Strategies that may be used to achieve this Goal:**

- Continue to have a provider member as Corporate Sponsorship Chairperson.
- Increase provider member participation and attendance to promote additional vendor support.
- Identify additional opportunities to promote the benefits of Corporate Sponsorship. (ie: Corporate Sponsor Exhibit opportunities implemented at both statewide conferences as well as Individual Region one day workshops)
- Identify ways to better use the Chapter's website and other means of electronic communications to provide service to the members in order to reduce costs.
- Active solicitation for ad sales by the advertising committee
- **Expand the base of financial supporters beyond healthcare vendors to include those providing general services, such as Sprint, Bank of America, etc.**
- **Increase member participation and attendance by providing educational programs at provider locations to reduce education costs.**

### **Key external factors that may influence performance:**

- Health of the general economy and of the provider community (affecting ability or willingness to pay program registration fees).
- Competitive efforts by other health care professional organizations.
- Reductions in state and federal provider reimbursement (limiting providers' ability or willingness to pay membership dues).
- Need for additional training and education of healthcare financial managers to maintain effectiveness in the face of growing challenges.

## ***Goal #5: Leadership Development***

### **Current Position:**

With about **1,384** members, the Florida Chapter is one of the largest in HFMA. Yet the leadership roles and member participation are generally limited to the same core group of individuals. This limits the ability of the Chapter to accomplish its other goals, and risks burn-out of the members who have taken on the responsibilities of leadership. As of April 30, 2010, the Chapter statistics show the following:

- **46 members – 3.4% active in leadership roles at Chapter, Regional and National levels**
- **98 certified members (7.3 percent)**
- **Founders Awards: 222 bronze, 101 silver, 62 gold, 22 Medal of Honor**
- **Prior year: Founders Awards: 243 bronze, 102 silver, 53 gold, 16 Medal of Honor**

### **Three-Year Goals:**

- **62 Chapter members documented as active at the Chapter, Regional or National levels**
- **112 certified members, or 8 percent of chapter membership (whichever is greater)**
- **Expand count of committee's and reinstate previously active committees**
- **Establish a formal mentoring program**

### **Relationship to Mission:**

- Extends the depth and breadth of member interaction and the volume of knowledge and experience resident in the Chapter membership
- Provides opportunity for individual member growth and knowledge of leadership skills
- Provides human resources for undertaking Chapter activities
- Establishes a base for succession planning of future Chapter leadership

### **How this Goal will be accomplished:**

- Clearly communicate Committee responsibilities, expectations and timelines
- Provide sufficient ongoing support to Committees to aid in accomplishing their goals
- Provide recognition and reward participant accomplishments
- Provide more opportunities for individual members to act in leadership roles
- Educate members on the benefits of participation, certification and leadership

### **Strategies that may be used to achieve this goal:**

- Develop specific Committee duties, timelines, and reporting requirements
- Establish regular follow-up with Committee chairs reporting activities to the Board
- Promote HFMA's Certification Program through presentations at regional education meetings - the certification committee will present certification topics in each region.
- Assist members with tracking and reporting Founders Award points

- Provide opportunities to sit for exams at same site as certification coaching courses
- **Recruit more members with “front line” roles at providers (e.g. reimbursement and budget analysts) to provide them with leadership opportunities within FL HFMA.**
- **Survey all new recruits to assess their attributes and interests to optimize their effectiveness and leadership development in the chapter.**
- **Offer training and mentoring to individuals that are not imparting their knowledge because of their lack of effective communication / presentation skills.**

**Key external factors that may influence performance:**

- Tracking Founders points as National transitions to system based on individual reporting responsibility
- Financial health of the provider community (affecting willingness to fund registration fees and related travel expenses)
- Perception and reality of Florida Chapter’s value proposition by members and members’ sponsors (employers)
- Competing commitments for provider member’s time (personal, job-related and professional, including other professional organizations, and competing programming)

**IV. COMMUNICATION AND ACTION PLAN**

The Committee Chair will contact the Strategic Planning Committee members individually for direct input into the planning document. This plan will be distributed to Board members, and Functional Directors will discuss Chapter goals and objectives with committee members. Specific committee tasks will be developed to implement our core strategies and will be published in *Eclipse*. The overall strategic planning document will be summarized in *Eclipse*, published in full on the Chapter’s website, and made available to all members through the Plan for Membership.

Active Past Presidents of the Chapter will be recruited to serve as mentors to the 8 Chapter Directors, Secretary and Treasurer, as well as the President and President-elect, to help enhance Chapter performance and leadership development.

This planning document has been developed with input from all committee members. The Strategic Planning Retreat, as well as, scheduled conference calls of the committee to discuss each goal will minimize expenditure of Chapter financial resources. The opportunity was taken at the Leadership Training Conference to begin the development of the Strategic Plan.

## Appendix A

### **CHAPTER VISION, PURPOSE, AND VALUES**

#### ***A. Vision of the Chapter's Future***

In a time of constant change, both at the state and national levels, the Florida Chapter of the Healthcare Financial Management Association will be an indispensable resource for healthcare professionals, in an innovative and cost effective manner, to individuals who seek excellence in the financial management of health care organizations. The Florida Chapter will strive to do both individually and in collaboration with other chapters and other health care management organizations.

#### ***B. The Chapter Purpose Statement***

The objectives of the Florida Chapter shall be identical with those of HFMA. HFMA is the professional membership organization for individuals involved in the financial management of health care. Like the National HFMA's purpose statement, the Florida Chapter's purpose statement shall be to define, realize and advance the financial management of health care by helping members and others improve the business performance of organizations in or serving the healthcare field.

#### ***C. The Values of the Chapter***

- Individual members are our most important asset and as such must be treated with respect, dignity, and fairness.
- Financial responsibility must be maintained.
- Future leadership must be developed.
- Creativity and innovation are needed to thrive.
- Service to members is the highest priority.
- Teamwork is essential to serve our members.
- Excellence is our standard.

## Appendix B

### **Chapter Organizational Structure**

The Florida Chapter is organized in a Director/Committee fashion. Our Board is comprised of 5 Chapter officers, President, Immediate Past President, President-Elect, Secretary, and Treasurer and 8 Directors, 4 Functional and 4 Regional.

Regional Directors are established for four geographic areas of the State: North, West, Central and South, and they are responsible for local educational programming and logistical assistance with statewide programming. Functional Directors oversee the operation of committees in four general groups: Education, Chapter Administration, Member Services, and Chapter Policy and Finance.

While some individuals may be members of more than one committee, we have generally avoided a matrix structure to limit the time commitment required for committee/council meetings. Our communications protocol is for committee chairs to report to their assigned Directors, who bring those reports to the Board. Board Members' reports may be printed in the Chapter communications to members. By organizing the committees into groups with shared themes, it is expected that the coordination of committee activities under each Director will be readily accomplished.

Each Functional Director is responsible for communicating the Chapter Multi-Year Plan to their assigned committee chairs and working with them to establish the specific committee tasks that will implement the Plan. The Plan is also communicated to the membership at large through the Chapter website and other publications.