



CHAPTER STRATEGIC PLAN  
For the two year period ended fiscal 2008

Updated by:

Officers

Board Members

Committee Chairs

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## **Chapter Foundation**

### **Vision**

The Chapter will provide a forum for quality educational and professional development activities relating to all aspects of healthcare finance in the Western New York area.

### **Mission**

The purpose and role of the Chapter is to:

- Offer professional development through quality education programs
- Provide leadership development
- Sponsor networking opportunities
- Facilitate certification opportunities
- Promote the highest standards of professional and ethical conduct by its members

### **Core Values**

Our core values as a Chapter are:

- We believe service to our members is our highest priority
- We believe excellence is the standard for all we do
- We believe teamwork is essential in meeting our objective
- We believe in foster creativity and innovation
- We believe in treating members with respect, dignity and fairness
- We believe we must act financially responsible
- We believe in building collegial relationships
- We believe in nurturing the next generation of financial leaders
- We believe in having fun

## Chapter Assessment

### External Assessment

#### Assessment of Member and Customer Needs

Key points from our current Chapter profile include:

- 75% of our membership comes from provider/payer settings.
- 72% of our members are CFO/Controllers, Directors or Staff Specialists.
- 70% work in Accounting/Finance or Administrative level positions.

While we recognize that the evolution of healthcare will emphasize non-institutional settings as the consolidation of existing traditional healthcare services occurs, based on the above data, the core of our Chapter works in and comes from the traditional healthcare institutions. As such, our focus will be on the needs of these constituents.

In the most recent survey of the Chapter by HFMA (FY06 with a 28% response rate), the memberships overall satisfaction with services and programs was 2.55 (based on a five (5) point scale). This was a decrease of .43 compared to the FY2004 survey (2.98). The Chapters performance was lower in all areas surveyed when compared to (1) other small metro chapters and (2) all HFMA Chapters.

The Chapter's lowest scores were in the following areas:

- Frequency of programs
- Web site usefulness
- Coverage of State and regional issues

The top three areas identified as needing improvement were:

- Topics addressed at educational programs
- Coverage of State and regional issues
- Frequency of programs

According to the survey, 75% of the respondents had attended an education session within the past year, with 50% having done so in the past six months.

The challenge for the Chapter will be to focus on the specific needs of professionals within a specialty, while providing broad-based and pertinent professional development to our core membership.

## **Environmental Assessment**

Formed in October 1961, our Chapter is one of six HFMA chapters operating in New York State (the State). Geographically, our membership comes from business operating in the eight counties of Western New York (WNY). The counties are Erie, Niagara, Chautauqua, Cattaraugus, Genesee, Orleans, Wyoming and Allegany. Our membership is concentrated in Erie County, the largest WNY county. Rochester, New York which serves as the base for the Rochester Regional Chapter is located approximately 60 miles from Buffalo. The WNY market has a large union worker base and a high managed care penetration. Additionally, the WNY area is often cited for having one of the lowest reimbursement rates per case in the nation.

The following strengths, weaknesses, opportunities and threats were identified during the strategic planning process:

### **Strengths:**

- Fiscally sound
- Good working relationship with the Western New York Healthcare Association
- Active Reimbursement and Patient Financial/Access Service Committees
- Working relationship with Rochester Regional Chapter of HFMA
- Well attended annual Chargemaster update session
- Ability to earn annual Yerger Awards

### **Weaknesses:**

- Inconsistent educational programming
- Inactive physician practice management and long-term care committees.
- Declining/stagnant membership totals
- One person Chapter committees (education, communications, website).
- Inconsistent succession planning
- Inconsistent Chapter program administration

### **Opportunities:**

- Co-sponsor educational programs with local healthcare associations
- Promote HFMA certification program
- Focus on State and regional educational topics
- Better involve board of directors in Chapter operations

**Threats:**

- Stagnant WNY economy
- Provider closures/consolidations
- Inability to attract members to Chapter leadership positions
- Disengaged membership

**Internal Assessment**

The Chapter generally functions at an efficient and effective level. We consistently satisfy the various Chapter requirements promulgated by HFMA. The Chapter operates with a core membership group that ensure its continued operation. The Chapter also relies on the Western New York Healthcare Association to provide support and guidance.

Our membership is looking for more educational value. As noted in our survey results, member satisfaction is low. To address this matter, the officers, board members and committee chairs will focus attention on educational programs.

**Chapter Service Performance**

In one measure of our education performance, our Chapter registrant hours per member is slightly above the Small Metro (177 – 250 members) average for the period FY 2002 – FY 2005. Our results ranged from 9.2 to 12.4 hours/member.

Additionally, our member retention rate is consistent with the Small Metro average for the same period.

**Chapter Quality**

Member satisfaction is lower. As noted earlier, our overall satisfaction rate in the FY2006 survey fell to 2.55 from 2.98 in the FY2004 member survey. The Small Metro overall satisfaction rate was 2.91 for FY2006, down slightly from 3.0 in FY2004. Better educational programming was a primary theme.

The survey results were somewhat inconsistent with the feedback received on individual program evaluations. Generally, evaluations from program attendees has been good. This will be further analyzed during education program planning.

## **Chapter Growth**

In FY2006, membership grew by approximately 3%. This reversed a trend going back to at least FY2000 of annual membership declines. Opportunity for growth is limited. Maintaining current membership levels is consider a success.

The Chapter's day's cash on hand improved due to a successful sponsorship campaign in FY2006.

Over the past two years, four members have obtained HFMA certifications.

## **Chapter Goals and Strategies**

### **Member Service Goals**

**Goal 1:** Deliver six quality education programs with a focus on compliance and regulatory matters and pricing transparency.

**Goal 2:** Achieve 14.0 registrant hours/member.

**Goal 3:** Improve quality of membership communications.

**Goal 4:** Increase percentage of membership certified by HFMA to 12%.

### **Strategies:**

- Form an education program committee headed by the President-elect and two members of each board of director class.
- Partner with local healthcare association on an educational event.
- Form a communications committee headed by the Secretary and two members of each board of director class.
- Utilize certification study guide material and study groups

## Chapter Goals and Strategies, continued

### Quality Service Goals

**Goal 1:** Adopt National HFMA updated model bylaws.

**Goal 2:** Update officer, board member and committee job descriptions.

**Goal 3:** Improve Chapter's overall member satisfaction rate from 2.55 to 3.0.

**Goal 4:** Submit annually a minimum of one project for Yerger Award consideration.

**Goal 5:** Re-write Chapter strategic plan focusing on goals and strategies to improve membership satisfaction and educational offerings.

### Strategies:

- Officers to review model bylaws and tailor to Chapter needs.
- Each Chapter position will review job descriptions from National HFMA and tailor to Chapter.
- Keep judicious records of projects/accomplishments to support a Yerger Award submission.
- Promote the value of HFMA membership at education sessions and through newsletters.
- Gather, analyze and apply due process to update strategic plan.

### Chapter Growth Goals

**Goal 1:** Increase membership by 1% annually.

**Goal 2:** Increase sponsorship revenue by 3% to \$16,500.

### Strategies:

- Retain current Chapter president as sponsorship committee chair.
- Demonstrate value of sponsorship by offering education session opportunities and promoting sponsors at all times.



## Chapter Planning Process

This document was prepared by the president-elect and incoming officers of the Chapter. A draft was sent to board members and committee chairs for review and input. Below is a list of sources consulted in developing this document.

- HFMA's Strategic Planning Guideline and Suggested Format
- HFMA's National Corporate Strategic Planning Summary
- HFMA's Chapter Performance Metrics Report
- HFMA's 2004-2005 Chapter Profile report for the Chapter
- HFMA's Market Segment Report and Chapter Maps (as of May 31, 2005) for – 062 – Western New York Chapter
- HFMA's Chapter Survey (FY06)
- DCMS Acknowledgment Reports