



Strategic Plan Report

Chapter New Hampshire-Vermont	Period of the Plan 2017-2019
Title of the Plan Three Year Strategic Plan	
Names of the Chapter members who developed the plan: Travis Boucher Robert Gilbert Greg Knight Verna Lynch Erica McNamara Peter Smith Eric Walker Jeff Walla	

**Healthcare Financial Management Association
New Hampshire-Vermont Chapter**

**Strategic Plan
For
Service, Quality, and Growth
2017 - 2019**

As Approved: September 28, 2017

Executive Summary

Throughout the next three years, the New Hampshire-Vermont Chapter of Healthcare Financial Management Association (HFMA) will strive to provide an environment that encourages and supports our members to seek and promote excellence. We will educate and solicit the input of the entire New Hampshire-Vermont Chapter of HFMA (Chapter) Membership regarding the Goals and Objectives of the Chapter's three-year Strategic Plan.

We will continue to provide excellent educational programming by providing the right topics at the right time and partnering with other professional associations (ie, hospital associations, NH MGMA, NNEAHE). We will continue to use member feedback in education planning to ensure we meet member needs and offer education in varying formats to our members to increase accessibility.

We will continue the quality of our Chapter Newsletter and promote member communications and National HFMA activities through our updated Chapter website and social media venues.

We will strive to improve the quality of services we provide to our membership through the Board of Directors, the strategic planning process, and our committees.

We will continue to improve our current benefits and services to our membership, such as the Christopher F. Weinheimer Scholarship Fund (and other scholarship opportunities) and certification program and financial support.

We will protect our financial viability by annually reviewing our sources of revenue while planning and controlling the growth of our expenses.

The Board of Directors will continue to improve its operating viability by identifying and developing future leaders of the chapter and ensuring that current leaders are supported and that their efforts are recognized.

In summary, our Chapter will strive to exceed the needs of our membership as the healthcare industry faces continued challenges to current operations and the implementation of healthcare reform.

I. Introduction

The NH-VT Chapter developed its first strategic plan in the spring of 1998. The Board of Directors reviewed the process and chose, at that time, to update the plan every year to cover a three-year time frame. The development of the Chapter Goals & Objectives is intended as a parallel process that sets one-year action plans to meet the goals of the Strategic Plan.

This Plan has been updated based on the results of the 2012 Strategic Plan (last update), the current Member Survey, a systematic review of members' needs and all Chapter operational strengths and weaknesses, and the Chapter's goals and objectives for the year. The reader should view the Plan as a working document.

The Officers and Board of Directors thank those members and other individuals who lent vital assistance in preparing the 2017 - 2019 Strategic Plan.

II. Chapter Foundation

Vision Statement

Our Chapter will be an indispensable resource for healthcare finance.

NH-VT HFMA Mission Statement

The Chapter purpose statement is identical to that of National HFMA, which is as follows:

To define, realize and advance the financial management of healthcare by helping members and others improve business performance of organizations operating in or serving the healthcare field.

NH-VT HFMA Values: A Foundation for Performance

The values of our Chapter are:

- **Service – We believe that service to members is our highest priority.**
- **Excellence and Integrity – We believe in excellence in all that we do.** We strive for a consistent and high standard of quality in each endeavor.
- **Teamwork – We believe that teamwork is essential in meeting the objectives of HFMA.** Teamwork involves a strong partnership with members, chapters, and regions as well as cooperation with those who represent healthcare associations, government agencies, and financial business interests.
- **Importance of Individuals – We believe in the importance of individuals.** The dedication of people, their enthusiasm, their spirit and their support shapes our

collective personality and gives impetus and meaning to our objectives.

- **Innovation and Creativity** – We believe in encouraging innovation and creativity. Innovation is finding new ways of accomplishing our objectives.
- **Financial Responsibility** – We believe in conducting HFMA with financial responsibility and a prudent approach to business.
- **Code of Ethics** – We believe in adhering to National HFMA’s Code of Ethics.

III. Environmental Assessment

A. Internal Assessment

Chapter Strengths – The Chapter has a number of strengths upon which it can draw to remain strong and provide valuable services to members. These include:

- Leadership Commitment – The Chapter has a strong core of successful leaders. Individuals assuming leadership positions, both at the Committee and Board levels, are extremely dedicated to the mission of the Chapter and benefits provided through HFMA. The Chapter continues to seek ways to engage past and future leaders in Chapter activities and to recognize these dedicated individuals for their service.
- Excellent Education Sessions – The Chapter provides education in-person and via webinars on useful, relevant topics, with knowledgeable speakers Sessions are affordable and provide discounts in most cases to Chapter members.
- Certification Programs – There continues to be strong interest in the Certification Programs and these have been highly regarded by our members. The Certification Committee maintains a high success rate of interesting members to pursue the certification process, in particular through the online certification program which contributed to the Chapter’s achievement of being one of the Top % chapters as of 2017.
- Newsletter – The Chapter’s newsletter receives the highest scoring on our member satisfaction survey. We have an active committee and receive compliments on the newsletter’s format.

Opportunities – Opportunities for enhanced performance exist in many key areas of Chapter service provision.

- Membership
 - Growth - We believe we have not reached a saturated membership level but have rather gained new members in place of losses at larger organizations. Additionally, there may still be an opportunity for some growth in faculty and student members.

- Mentoring – The Chapter should consider providing mentoring opportunities to members new to HFMA and/or the industry to help enhance their membership experience and professional development.
- Succession Planning – As Chapter leaders, we have a vested interest in increasing the involvement of nonparticipating members to provide for larger committee participation. We also have opportunity to provide for leadership development of individuals that would like to serve in Committee chair, Board or Officer positions.
- Education Programming – Providing topical and meaningful educational programs is a critical service of the Chapter. We can improve overall participation and satisfaction with our educational programming in the following ways:
 - Delivering education at the right time and place,
 - Providing programs on specific forums at specific locations, and
 - Delivering education conveniently through greater use of webinars and simulcasts.
- Organization Collaboration and Diversification – The Chapter has mutually beneficial relationships with other allied health care organizations, most notably NH-VT Medical Group Management Association (MGMA) and the Northern New England chapter of the American College of Health Care Executives (NNEAHE), but there are several other possibilities (i.e., Health Law Bar, AHIMA, HCCA, Bi-State, Rural Health Round Table, NEAH, VHA, and Yankee Alliance). Our Chapter has shared information historically with other HFMA Chapters to the benefit of members but we see additional opportunity to work with the chapters in our region. We are eager to be flexible and collaborate effectively with these organizations for education.
- Social Media and Technology – Embrace Social Media platforms by staying active on the multiple channels in Social Media today as well as continue to evolve with changing technologies and member habits.
- Networking – Organize worthwhile Networking events with our Geography challenge over a two state chapter.

Chapter Weaknesses/Threats

- Necessary reliance on members to actively volunteer as Chapter leaders has resulted in limited involvement of “new blood” in committee and leadership positions
- Too few leaders doing too much, potentially resulting in burnout
- Education:
 - Inability to attend programs
 - Competition from other professional trade organizations

- Timeliness and relevance of topics
- Geographically dispersed membership makes it difficult to identify locations for chapter events that are viewed favorably by majority of members
- Delivery mode of programs
- Timing of programs
- Pricing of programs
- Recreating the wheel by not knowing resources available through National
- Significant number of hospital Senior Financial Executives are passive members
- Limited Vermont member participation
- Bunker mentality affecting participation and attendance
- Maintain Chapter membership
- Continued pressure to reduce healthcare costs could result in decreased organizational support for HFMA membership and active member participation
- Reduced networking opportunities as delivery mode of education changes
- Chapter leadership succession planning
- Increased competition for education dollars with other organizations

Chapter Quality and Service Performance

Quality is a major, strategic association goal. It lies at the heart of everything done for members. The Chapter uses a combination of information from Chapter records and National HFMA reports to measure quality and service performance.

1) Education

Education Hours Per Member	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
NH-VT	14.0	15.9	13.4	12.7	13.2
All Chapter Average	18.4	18.5	18.0	18.6	17.1

Optimal delivery mode and budget constraints at member organizations have played a factor in the Chapter’s education hours as we continue to explore the best fit in the changing environment.

2) Membership

Membership	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
NH-VT	403	400	403	389	360
All Chapter Average	523	522	521	513	484

Member Retention	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
NH-VT	89.4%	90.8%	88.3%	82.9%	84.6%
All Chapter Average	88.1%	87.5%	86.7%	84.7%	83.4%

Provider Percentage	2013-2014	2014-2015	2015-2016	2016-2017
NH-VT	62%	67%	75%	63%
All Chapter Average	61%	65%	62%	58%

Member retention and growth is a major goal of the Chapter and the retention percentage has consistently been at or above the national chapter average. Dip in membership in 2016 appears to be correlated with Providers. In 2017, the Membership Committee has been a focus area to improve our reach to dropped members as member retention is now a goal with HFMA National.

3) Financial Perspective

Days Cash on Hand	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
NH-VT	421	424	391	448	478
All Chapter Average	372	371	374	380	361

Chapter Balanced Score Card through 2016-17 required a minimum of 150 DCOH with a maximum of 600 days.

4) Overall Member Satisfaction

Member Satisfaction	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
NH-VT	58.0%	79.0%	70.0%	77.0%	70.0%
All Chapter Average	66.3%	68.7%	68.9%	69.2%	70.0%

The past 4 years have NH-VT members at or above National Averages breaking from below average scores in the prior 6 years. Promotion of completing the survey is sent out each year by the Chapter President to ask for honest feedback and ratings of the Chapter in order to increase response rate.

5) Membership Certification Summary

Certified Member Percentage	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
NH-VT	14.6%	14.9%	14.5%	13.6%	14.4%
All Chapter Average	9.0%	8.9%	8.8%	9.4%	10.4%

The Chapter has a very high percentage of Certified Members and is one of the highest % chapters.

IV. Planning and Data Gathering Process

The operating process for updating the Strategic Plan for 2013-2015 began with obtaining approval from the Chapter's Board to engage the assistance of an outside consultant (Terry Brennan) to update the 2013-15 Strategic Plan document. Results from the

Member Survey, a Board SWOT Survey, and 5-year Chapter metrics were distributed to and considered by the attendees of the July 26, 2017 Strategic Planning Session. A draft of the strategic plan was developed at following Strategic Planning session(s) and distributed to the Officers, Board of Directors, and Committee Chairs (including those not in attendance at the strategic planning sessions) for their approval.

The three-year Strategic Plan will be reviewed on a yearly basis and updated as necessary.

The operating process for developing the Goals and Objectives is as follows:

1. Conduct monthly dashboard and assessment of current Goals and Objectives.
2. Develop recommended Goals & Objectives for the upcoming year.

The Goals and Objectives are the working plan to address the needs identified in the Strategic Plan bases on Identifying specific Strengths, Weaknesses, Opportunities, and Threats that were deliberated and addressed with specific action items during the planning session. Goals and Objectives, while part of the Strategic Plan, are separate and flexible so they can be continuously updated to meet the current needs of the Chapter.

V. Goals and Objectives

The Chapter Goals & Objectives serve as the one-year action plan to address the needs and goals set in the three-year Strategic Plan. Goals and Objectives are developed during the first three months of the Chapter year so that newly appointed Committee chairs and committee members are able to contribute to the process.

The SWOT analysis is a way of examining where your company is functioning at a specific time allowing you to view your strengths weaknesses opportunities and threats. Our SWOT Analysis also used SMART goals. The acronym stands for goals that are specific, measurable, achievable, realistic and, time framed. In other words, these are goals that will cause a change if met and, further to the point, they are goals that can be met.

In order to address SWOT items, SMART goals were developed for many SWOT items during the Strategic Planning Session. Once all major SWOT items were addressed, the Strategic Planning team voted on SMART goals that should be achievable in our next 3 years.

Strengths

FQHCs

S - Work with FQHC networks to develop an education session

M - Have one targeted education session for FQHCs, Apply for National Innovation Grant from HFMA to help add funding to the program

A - Board Members and Volunteers
R - Yes
T - TBD Date with Evalie Crosby

Leadership Commitment

S - Thank you gifts at year end to:
1. Committee Chairs
2. Board
3. New Committee Members

LTC Shirts

Hand written notes at year end and midyear to leaders and volunteers from the President and President Elect. Award the Medal of Honor to recent recipients.

M - To be completed annually
A - President and President Elect
R - Yes
T - Yes

Board Member Accountability

S - Notify member of noncompliance and discuss future role. Work with nominating committee for replacements as needed.
M - Replace or reenergize Board Member
A - Nominating Committee and current president
R - Maybe
T - Immediate or as needed

Weaknesses

Succession Planning - Growing and Maintaining Leadership

S - Develop recruitment tool template
M - Development and Completion of tool using current member list; Quarterly review by Board
A - President and President Elect – Nominating Committee
R - Yes
T - Quarterly review

Opportunities

Mentor Early Careerists

S - Reevaluate and explore feasibility for redesigning the scholarship program in 2018
M – Yes
A - Responsible party – Scholarship Committee
R - Yes
T - May 2018

Social Media and Technology

S - Improve membership growth on app 10% per year

M - Formula for calculation: $\text{app members}/\text{total members}$

A - Eric Walker, Education committee and Social committee

R - Advertised at live events, webinars, emails and the website

Promotion through chapter email, the use of promotional items in the

Write up for the education sessions

T - Measure annually on May 31st.