

MISSISSIPPI CHAPTER HEALTHCARE FINANCIAL MANAGEMENT ASSOCIATION

STRATEGIC PLAN

2007-2008

OUR VISION

To be an indispensable professional resource for healthcare finance in the State of Mississippi.

OUR MISSION

To help members and others in the State of Mississippi excel thereby improving the business performance of organizations operating in or serving the healthcare industry.

OUR VALUES

The values of the Mississippi Chapter of Healthcare Financial Management Association are the basic principles upon which we operate. These principles provide direction and stability to our chapter.

Our values are as follows: **Service.** We believe that service to members is our highest priority. **Excellence.** We believe in excellence in all we do. **Teamwork.** We believe that teamwork is essential in meeting the objectives of HFMA. **Financial Responsibility.** We believe in conducting HFMA with financial responsibility
And with a prudent approach to business.

1. CHAPTER ASSESSMENT

A. External Assessment.

(1) Assessment of Chapter Members and Customers needs.

The primary need our members have is for affordable education and information on the ever-changing healthcare environment. This may come in the form of formal education and/or networking, but should be related to current issues and should be provided in a manner that efficiently uses the member's time. The result should be personal growth for members including opportunities for career advancement as well as education to help them deal with day-to-day issues encountered in their jobs.

The need for education is varied across a variety of member specialties. Most of our membership is managers/supervisors who work in hospital settings, with a heavy emphasis on the business office function. A significant portion of the education can be focused in this area. In addition to business office education, however, chief financial officers and managed care administrators require training and an opportunity to share best practices. Chapter education must offer opportunities for these members and must encourage their participation.

Our members need leadership opportunities. Only through active chapter involvement can a member grow and develop the skills necessary to lead our chapter in the future. The members who are interested in moving up to the leadership roles in our chapter must be encouraged and supported to take an active role in any leadership assignments. We must also recognize that many members have no desire to serve the chapter as leaders and simply need our education and information.

The appropriate avenue to develop Chapter leadership skills is through Chapter committees. Enhanced development of Chapter committees, increased membership and assignment of real tasks will offer members an opportunity to work together, to accomplish Chapter goals and to increase leadership skills.

New members have a need to be recognized and acknowledged as a part of our chapter. We must make them feel welcomed and help them integrate into the chapter.

Our members have the need to be recognized for their service to our industry and our chapter through the Founders awards program at our meetings and in our communications.

(2) Strengths, Weaknesses, Opportunities, and Threats.

(A) Strengths

- (i) Tradition of excellence
- (ii) Useful web-site
- (iii) Financial strength
- (iv) Increase in sponsorship support
- (v) Membership retention
- (vi) Strong administrator
- (vii) Resources from HFMA National staff
- (viii) MHA/ACS task force regularly working with Medicaid on claim issues

(B) Weaknesses

- (i) Lack of leaders in pipeline
- (ii) Geography and travel required for meetings
- (iii) Job pressures of membership
- (iv) Lack of growth in provider membership
- (v) Lack of for profit provider participation

(C) Opportunities

- (i) Growing leaders
- (ii) Offering CEO/CFO meetings
- (iii) Providing education on hot topics
- (iv) Encouraging IS participation
- (v) Encouraging article submission to newsletter
- (vi) Adding clinicians to our membership roster

(D) Threats

- (i) Money
- (ii) Solo committees
- (iii) Loss of membership

B. Internal Assessment.

(1) National Davis Chapter Management System Requirements.

Historically, the MS Chapter has done a good job of meeting the chapter requirements. The Chapter met all requirements during the past year.

(2) Chapter Service Performance.

Education hours per member are up this past year due in large part to our partnership in meetings with other healthcare organizations in the state of Mississippi.

(3) Chapter Quality.

The survey performed by HFMA National shows our membership is generally satisfied with the chapter. Key results are: Overall chapter educational program satisfaction was positive. Chapter overall satisfaction was positive.

(4) Chapter growth.

Financial reserves are up in the current year. Membership growth has increased slightly.

Membership growth potential is difficult to evaluate. Hospitals and other organizations are under

pressure to cut costs resulting in non-renewals. The educational content of programs this year should have increased the perceived value of renewal. Continued high quality educational programs should allow us to improve membership.

Education hours' growth potential is still very possible. The need for education has not decreased for healthcare professionals and in fact is probably increasing. The potential remains and is ours to pursue.

Financial strength and increased reserves also have provided much growth potential. Increased sponsorships, the web-based membership directory and improved meeting attendance will result in financial strength. All are achievable.

2. CHAPTER GOALS FOR 2007-2008

A. Service to Members.

(1) Davis Chapter Management Requirements.

Goal: Meet all HFMA Davis Chapter Management requirements and deadlines.

The Davis Chapter requirements are intended to establish minimum levels of service in chapter education programming, communications and other areas. In meeting these requirements, our Chapter will be meeting the basic member's needs as identified by HFMA National.

Plan to achieve:

President: Distribute and discuss the Davis Chapter calendar and requirements with chapter leadership. Assist each responsible leader in meeting the requirements.
Secretary and Newsletter Editor: Attend to and meet deadlines.

(2) Membership Goal.

Our 2007-2008 membership goal is to achieve a member retention of 87%.

In order to stabilize our membership level or increase it, we will be required to demonstrate the value of the membership to our current and potential members. To promote that value, we will have to make improvements in educational programming and other areas.

Goal: Achieve a member retention of 87%.

Plan to achieve:

Chapter President: Utilize the National HFMA database of Chapter membership, the Mississippi Hospital Association database and any other potential databases to develop a list of 25 potential members. This list should focus on CFOs and personnel at organizations where there are currently no HFMA members. Contact these potential members and encourage them to join.

Membership Chair/Co-Chair:

- Have committee members personally contact all non-renewals encouraging them to re-new. Summarize discussion and forward to an officer or board member for follow up at August 2007 meeting.

Non renewals are communicated to the membership chairman and are Available to all officers and board on the HFMA web-site.

- Have Chapter officers, board members and committee members contact all new members with a letter or e-mail and personal phone call welcoming them to the chapter. Send them a link to our current membership directory. Review each meeting registration list for new members for the current year and recognize them at the meeting. Assign an old member to sit with them in the sessions, at lunch, etc. Call them after the meeting and ask for their feedback on the meeting. New members are communicated to the membership chair and are available on the HFMA web-site.

Newsletter Chair/Co-Chair: Include names and information on new members in each newsletter. Send several new members a questionnaire or use it to interview the new member and include a story on them in the newsletter using the information from the questionnaire. Include Want Ads in our newsletters for potential new members as well as Want Ad Volunteers for different committees.

Administrative Director: Monitor the HFMA web site for membership changes. Assist the Membership chair in mailings and identifying new members registered for meetings. Assist the newsletter chair in developing a questionnaire to gather some information on new members to be included in the newsletter. Assist the President in contacting identified potential members.

(3) CFO- involvement.

Goal: Achieve more CFO involvement through meetings and web-site best practices.

President:

Assign CFO chair & co-chair to work with the CFO membership on each individual meeting.
Wrk with program chairs to develop two programs that can be used as CFO meetings.

(4) Board, Officers, and Education Chair/Co-Chair:

- Evaluate and make decisions regarding the location, timing and subject matter of Chapter meetings for the coming year. Four meetings are required. The Region 9 meeting is planned for December, and the Tri States' meeting with Tennessee and Arkansas for January 2008. The Chapter will again sponsor the Accounting and Auditing 8-hour meeting in June with a parallel Patient Financial Services track. The Chapter's newly energized CFO and Managed Care Committees are targeting specific members. Sessions important to these members must be included in all workshops. Each board member will be assigned a workshop and help coordinate the speakers with the Education Chair.

Education Chair:

Emphasize two education tracks: detailed Business Office topics and Accounting topics running together in three of our planned meetings.
Include CFO and Managed Care focused sessions to encourage attendance by members interested.
Continue to plan each agenda with at least three speakers in each morning and afternoon session in order to avoid dead time. Most speakers will not speak more than an hour.
Continue to include in each meeting brochure bios on each speaker so the possible attendees can evaluate the content. Continue mailing meeting brochures mailed at least 2 weeks before the hotel room cutoff or 4 weeks before the meeting date, whichever is earliest.

Administrative Director:

Will prepare each meeting brochure in order to meet the timing goal above.
Maintain a comprehensive database for brochure mailing that ensures all interested parties know about our meetings.
Continue mailing hard copies of all brochures to the database. Use e-mails for follow up or to get the brochure to interested parties that are not on the database.
Continue promoting the meeting and recruiting registrants through e-mail and other means including assigning calls, contacts to the officers and Board.
Continue working with the hotel and speakers to insure the meeting runs smoothly.

Networking Chair:

Brainstorm with committee members to identify ways that members can meet each other at workshops.

Plan entertaining socials.

(5) Committee Involvement.

Goal: Expand committee membership to encourage leadership and networking opportunities; develop Managed Care committee.

Plan to achieve:

President:

Appoint committee chairs and co-chairs prior to Annual Meeting and discuss objectives of committees during conference call.

Ask committee chairs to select 10-20 members and to set goals prior to Annual Meeting.

Appoint a Board liaison for each committee to solicit reports prior to each Board meeting.

Committee Chairs/Co-Chairs:

Grow committees during year by asking new members to join a committee.

Put committee members to work.

Hold at least one committee meeting per quarter (in person or via conference call).

(6) Membership Communication.

Goal: Assure that membership is aware of National HFMA and Chapter resources and workshops.

Plan to achieve: Newsletter Chair:

- Include articles in newsletter about HFMA web-based resources (nationally and MS Chapter).

Education Chair:

- Develop "Best Practices" section on web-site.

Administrative Director:

Expand email database of membership.

Continue to alert members well in advance of workshops and council meetings of their dates, content and location.

B. Quality of Service.

(1) Financial Stability.

Chapter growth is contingent upon having sufficient resources to offer quality educational programs. Our Chapter also must consider future years' operations and strive to set aside funds for future years' needs.

Goal: Continue financial growth and shepherd resources. Plan to achieve: President and

Education Chair: Continue to offer educational programs

On timely topics presented by competent qualified presenters. **President-Elect:** Continue the webbased membership directory. **Treasurer and Administrative Director:** Continue the expansion of the Corporate sponsorship program and workshop sponsors.

(2) Plan for Continuity.

In order to operate consistently from year-to-year and to plan for revised circumstances, the Chapter needs to maintain a record of policies, and to have a process to review existing policies and prepare new policies.

Goal: Identify and catalog existing policies and establish necessary new policies.

Plan to achieve: President, Treasurer and Administrative Director: Identify existing policies and pull into database.

Newsletter Chair: Prepare an approval process for newsletter articles and Present to Board. **Administrative Director:** Catalog new policies adopted by Board during the year.

(3) Measure Quality.

The Chapter has participated in the National HFMA survey the past two years.

Goal: Participate in the chapter survey offered to HFMA, if offered again.

Plan to achieve:

President: Make sure we are included in National survey. If not available next year, develop a brief survey and work with the Administrative Director to get it distributed and results compiled.

Officers and Board: Each month, June through April, individually make 3 phone calls to members asking for feedback and their opinions on the chapter. Document each call and forward the summary of the call to the President.

Administrative Director: Create the call list for each leader by month from the database.