

# South Texas Chapter HFMA - Strategic Plan 2009 – 2010

## EXECUTIVE SUMMARY

The leadership of the South Texas Chapter of the Healthcare Financial Management Association (HFMA) is committed to improving the services provided to its membership through quality programming, networking opportunities, and promotion of student and other member involvement in our Chapter. The Chapter will strive to improve the quality of services provided by improving Chapter communications and continuous evaluation of Board and committee structure to increase member participation and to develop a pool of members for future leadership opportunities. In addition, we will strive to grow our membership base and increase the number of members with professional certifications.

It is the belief of the Chapter leaders that this plan will result in an overall improvement in the quality of the Chapter and will benefit the entire membership.

This strategic plan is designed to be a working document for the Chapter leaders and will be updated on an annual basis. The Board will distribute the plan to the entire membership after approval.

## STRATEGIC PLAN-

The following items are included as part of our Strategic Plan:

- Vision
- Mission
- Purpose
- Values
- Strengths
- Weaknesses
- Threats
- Opportunities
- Goals & Objectives

## OUR VISION

The South Texas Chapter endorses the stated vision of HFMA, which is to be an indispensable resource for healthcare financial professionals.

## OUR MISSION

The mission of the South Texas Chapter of HFMA is to provide the necessary resources and opportunities for quality professional development and networking activities and encourage its members to perform their best by serving their healthcare employer organizations in an informed manner.

## PURPOSE

HFMA's purpose is to define, realize and advance the financial management of health care by helping members and others improve the business performance of organizations operating in or serving the healthcare field.

## VALUES

The values of the South Texas Chapter are the basic principles upon which we operate. These principles provide direction and stability to our organization. Our values are:

- Service - We strive to provide service to members as our highest priority.
- Excellence - We strive for a consistently high standard of quality in each endeavor.
- Teamwork – We believe teamwork is essential to all we do.
- Importance of Individuals – We will treat all members with dignity, respect and fairness.
- Innovation and Creativity - We encourage creativity and innovation in all that we do.
- Financial Responsibility - We will carry out the objectives of the organization in a fiscally responsible manner.

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## ENVIRONMENTAL ASSESSMENT

In order to implement our Chapter's mission statement, we must be cognizant of our members' and customers' needs. We must be aware of our strengths and weaknesses and act upon our opportunities and threats to improve the quality of services we provide to our members.

### Customers

HFMA's core market continues to be health systems and hospitals, particularly those individuals who are in senior financial executive positions (SFE). Our secondary markets include other areas in health systems and hospitals that are within the sphere of influence of the SFE. Other markets include providers, managed care organizations, consulting firms, vendors and students.

While we expect to continue to attract members from both the core and secondary markets, significant focus will remain on financial staff within the core and secondary group.

### STRENGTHS

The primary strengths identified by the Officers and Board members of the South Texas Chapter are as follows:

- Our chapter provides quality and timely education in geographically desirable locations.
- The current makeup of the chapter represents experienced leaders, including past presidents and members with HFMA experience.
- Our chapter provides networking opportunities at all educational programs.
- The membership of our chapter represents many aspects of healthcare.

- Our chapter has a strong financial position, including significant sponsorships received from vendors.
- Our chapter is involved with other active professional organizations that add value to our educational opportunities.
- Our chapter promotes chapter sponsored events through our chapter website.
- Dedicated Chapter Leadership.
- Full-time administrator to assist and promote chapter activities.
- Our chapter has HFMA certified Board members.

### WEAKNESSES

The primary weaknesses identified by the Officers and Board members of the South Texas Chapter are as follows:

- Level of participation by senior financial executives.
- Our chapter lacks execution of an effective orientation process to welcome and involve new members and students into our chapter.
- There is a lack of member participation on committees and structure to adequately support the needs of our chapter, including a pool of members to replace turnover at the officer level.
- Celebrate recognition for member and chapter achievements.

### OPPORTUNITIES

The officers and Board members identified the following opportunities, all of which counter a threat:

- Engage senior financial executives in HFMA sponsored activities.
- Significant legislative and regulatory changes create opportunities to provide

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- quality education and development to our customers.
- Continue to involve other healthcare industry professional organizations in chapter educational opportunities.
  - Provide quality education in response to the changing healthcare environment.
  - Take advantage of National HFMA web resources and share with membership.
  - Provide certification support to meet the needs of our members, i.e. study group.
  - Provide recognition of new members at chapter meetings.
  - Increase Recruitment of committee members.
  - Increase the number of HFMA certified members, particularly at the board and officer levels.
  - Increase new member retention rate.
  - Involve students in chapter opportunities.
  - Explore on-line remote education.
  - Diversity of education for all core constituencies, i.e. Practice and Patient Account Managers.

## THREATS

The Officers and Board members identified the following threats, all of which can be countered by an opportunity:

- Time and financial constraints are preventing attendance at educational meetings and participating in other chapter activities.
- Competition exists between various professional organizations for attendance and revenues generated at educational programs.
- Geography of the chapter limits participation at certain events.
- The chapter's service area is experiencing economic growth in the healthcare sector.

- Uncertain legislative and regulatory environment
- Locating affordable and attractive venues for educational events
- Finding future talent for healthcare jobs

## GOALS AND OBJECTIVES

The South Texas Chapter of HFMA has identified the following goals and objectives in the area of service to members, quality of service and chapter growth. Action steps are listed for each goal. Status reports will be made at each Board meeting.

### Goals and Objectives for Service to Members:

#### **1. Provide high quality, value added programming accessible to all members.**

- Maintain education hours per member at 13.7 hours per year.
- Maintain registered status as CPE sponsor with the Texas State Board of Accountancy.

Responsible party: Board and Education Committee

#### **2. Provide orientation and networking opportunities for new members, Board members and Officers.**

##### Action Plan:

- Maintain an orientation program to educate new members about the opportunities for education and professional development through HFMA sponsored events.

Responsible party: Membership Committee

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- Maintain a Board and Officer orientation process to allow for effective and timely transfer of responsibilities for new Board members and Officers.

Responsible party: Board

- Initiate a program to allow a new member to attend one South Texas Chapter meeting at no charge during their first year of membership via the new member welcome email. Attendees will be asked to fax in their registration. The new members will be recognized at their first meeting.

Responsible party: Membership Committee

- Give senior and junior financial executives an opportunity to meet with other members and provide opportunities to develop a professional network of peers in their local market by having at least one membership social in Austin and San Antonio.

Responsible party: Membership Committee

### **3. Promote student involvement in Chapter activities.**

#### Action Plan:

- Work with Sponsors to give Scholarships to participate in meetings. Obtain a list of students from Professors at Trinity Texas State University, St. Edwards, and Our Lady of the Lake.

Responsible party: Scholarship Committee.

### Goals and Objectives for Quality of Service:

#### **1. Improve Chapter communications.**

##### Action Plan:

- On each Conference Agenda, reserve 5 minute blocks for each Committee to give a brief update and ask for volunteers.

Responsible party: Board and Communications Committee

- Continue use of electronic communications to members by utilizing electronic mail and website for newsletters and meeting registrations by sending out more communication as links to our website instead of attachments.

Responsible party: Board and Communications Committee

#### **2. Re-evaluate Chapter Officer, Board, and Committee structure to increase participation and to develop a pool for future Officers and Board members.**

##### Action Plan:

- Maintain an ongoing strategic planning process including an annual board retreat and mini-LTC.

Responsible party: Board

- Evaluate Chapter Bylaws annually.

Responsible party: Board and Bylaws Committee

### Goals and Objectives for Chapter Growth:

#### **1. Increase Chapter membership by 10% for the DCMS year ending April 30, 2009.**

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## Action Plan:

- Continue the membership growth and member retention plan working with the “at-risk” and non-renewal membership list to attend the Fall Meeting at no charge.

Responsible party: Membership Committee

- Promote use of chapter website as an effective communication and recruiting tool.

Responsible party: Board and Membership Committee and Communications Committee

- Hold a “Member-Get-A-Member” campaign with quarterly and annual incentives.

Responsible party: Membership Committee

## **2. Achieve Gold Award for Seven Certification Exams Passed**

### Action Plan:

- Continue incentive program for all newly certified members via free attendance at next Conference, reimbursement for cost of exam, and an annual prize drawing.

Responsible party: Certification Committee

- Make available the complete set of Certification Exam review materials updated in January 2007.

Responsible party: Certification Committee

- Identify exam proctors to serve as resources in local areas (i.e. San Antonio, Austin, Harlingen, Corpus Christi, etc.).

Responsible party: Certification Committee

- Distribute certification information and provide updates at all chapter sponsored educational conferences.

Responsible party: Certification Committee

Schedule regional\national HFMA representatives to explain certification program and benefits at chapter sponsored meetings and in chapter newsletter articles. Add pre-conference Exam coaching courses at San Antonio and Austin Conference  
Responsible party: Certification Committee and Program Committee.

## **3. Increase Senior Financial Executive Membership by 5% for the DCMS year Ending April 30, 2009**

### Action Plan:

- Identify financial executives (FE’s) who are not currently members

Responsible party: Board President