

South Texas Chapter HFMA - Strategic Plan 2011 – 2012

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.

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- Financial Responsibility - We will carry out the objectives of the organization in a fiscally responsible manner.

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 physicians, and other 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.
- Our chapter has HFMA certified Board members.
- Provide certification support to meet the needs of our 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.
- 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.
- Chapter website lacks interactivity, versatility and timely information

OPPORTUNITIES

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

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- Significant legislative and regulatory changes create opportunities to provide 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.
- Increase recognition of new and transferred members at chapter meetings.
- Increase recruitment of committee members.
- 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.
- Uncertain legislative and regulatory environment
- Locating affordable and attractive venues for educational events

- Preparing the next generation of 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.

- Provide a minimum of 13.6 hours education hours per member per year.
- Maintain registered status as CPE sponsor with the Texas State Board of Accountancy

Responsible party: Board and Program Committee

2. Increase participation and to develop networking opportunities for chapter members.

Action Plan:

- Give chapter membership opportunities to meet with other members and to develop a professional network of peers in their local market by having at least two membership socials in four locations (total of eight events) per year.

Responsible party: Membership Committee

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3. Provide orientation to new members and orientation of duties for newly elected Board members

- Maintain an orientation program to educate new members about the opportunities for education and professional development through HFMA sponsored events. Ex: welcome email with website address and most recent newsletter.
- Responsible party: Membership Committee
- Maintain a Board and officer orientation and mentoring process to allow for effective and timely transfer of responsibilities for new board members and officers. Mentors will be assigned and help educate new board members about the CBSC, DCMS, Chapter By-laws and Strategic Plan
- Responsible party: Board

Promote student involvement in Chapter activities.

Action Plan:

- Identify and establish a marketing plan to increase student awareness and involvement.

Responsible party: Membership Committee.

Goals and Objectives for Quality of Service:

1. Enhance Chapter communications.

Action Plan:

- Post committee meeting and board meeting minutes on the chapter website to increase openness and awareness of chapter activities, .

Responsible party: Board

- Continue use of electronic communications to members by utilizing electronic mail, social media, social functions, and website for newsletters and meeting registrations by sending out more communication as links to our website instead of attachments. Measure the success of these programs through attendance and surveys.

Responsible party: Board and Committees

2. 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.
- Elected board members commit to promote chapter participation and recruit committee members and potential board members
- Quarterly review of committee membership roster by Board of Directors

Responsible party: Board members

Goals and Objectives for Chapter Growth:

1. Meet or exceed DCMS membership goal for the current year.

Action Plan:

- Continue the membership growth and member retention plan working with the “at-risk” and non-renewal membership list

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- Responsible party: Membership Committee

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

Responsible party: Membership Committee

2. Met or Exceed National HFMA Certification Goal

Action Plan:

- Establish an incentive program for all newly certified members up to \$300 for reimbursement toward the cost of exam and study guide fees.

Responsible party: Certification Committee and Treasurer

- Identify and develop a program for achieving FHFMA status for certified members and create a pool of mentors for newly certified members.

Responsible party: Certification Committee