

**STRATEGIC PLAN FOR SERVICE  
QUALITY AND GROWTH**

**JUNE 2012 – 2017**

Approved: JUNE 1, 2012

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## **EXECUTIVE SUMMARY**

The HFMA New Jersey Chapter has developed a strategic plan for program years 2012-2017 providing the following:

### **Long Term (Five Years)**

- Consistently provide excellent member service as measured by the Member Satisfaction Survey, Chapter Balanced Score Card, DCMS, and ultimately repeat as a recipient of the Robert M. Shelton award for sustained excellence in member service.
- Incorporate the Chapter Balanced Scorecard into the Strategic Plan.
- Promote certification as a means to enhance career opportunities.
- Promote the value of HFMA membership to current members, employers and prospective members.
- Respond in a proactive nature, to new and proposed state and federal regulatory issues.
- Promote transparency within the Chapter leadership structure that results in a culture of accessibility between Chapter leadership and the membership.

### **Mid Term (2-3 Years)**

- Update the Chapter Marketing Plan to continue to build the membership base, retain existing members and expand the reach of the Chapter, further promoting the value of HFMA membership to individuals and employers.
- Modify the annual Chapter Planning Meeting placing a greater emphasis on the Strategic Plan and the identification and development of Chapter goals which directly benefit the membership, and ensuring their successful implementation during the year.
- Enhance the appearance and content of the Chapter's Garden State FOCUS news magazine, while exploring electronic, social, and mobile media vehicles.
- Promote the member recognition program in order to show value to our membership
- Promote increased utilization of the Chapter website by making members aware of the content on the website and increasing the efficiency of content available through reduction of "clicks".

### **Short Term (Current Chapter Year)**

- Continue the Leadership Training Retreat for Committee Chairs and Board members with an increased emphasis on planning.

- Engage active feedback from the Chapter's membership in developing strong in-depth educational programs on timely topics.
- Evaluate educational programs targeted to payer and non-hospital membership in the Chapter.
- Evaluate the educational sessions offered to the membership and attract wider participation.
- Explore mechanisms to make the content on the Chapter website easy to access and use.
- Create transparency in the nominating process through alternative methods for elections and nominations.
- Promote HFMA's 2012-2013 theme "Leadership Matters".

## **CHAPTER MISSION**

To provide members with opportunities for professional growth through sound educational programs, information sharing among peers, certification and networking, while influencing healthcare legislation, operational practices, and accounting policies, in conjunction with establishing and promoting the highest standard of professional and ethical conduct.

## **CHAPTER VISION**

To be an indispensable resource for healthcare finance professionals in the state of New Jersey and to provide educational and networking opportunities to individuals and organizations that seek to attain excellence in healthcare financial management.

## **CHAPTER VALUES**

The New Jersey Chapter is guided by the following values:

- Service to the membership is the highest priority.
- Excellence is the standard for all that is done.
- Teamwork is essential to the success of the Chapter.
- Creativity and innovation are to be encouraged.
- The Chapter will act in a financially responsible manner.
- Respect and dignity will define how individuals are treated.
- Active Member participation and volunteerism will be encouraged and supported.
- Contributions will be recognized for all levels of service.
- Encouragement for continued education and member certification.

## **PLANNING AND DATA GATHERING PROCESS**

- Perform program content and speaker evaluations from all educational sessions, including quarterly Chapter meetings, educational sessions and the Chapter's Annual Institute.
- Reviewed results of Annual Member Satisfaction Survey performed by National for CY 2011 & CY 2012
- The Strategic planning committee, comprised of the officers to the board, advisory council and chairs of Education, Membership, and Institute Committees, met in January, to begin the process of planning, as well as identifying opportunities for the up-coming 2013 Chapter year.
- Performed a Chapter wide SWOT analysis, facilitated by the Chapter Advancement Team, on April 19, 2012 (Chapter Mini-LTC).
- Requested and incorporated input from the Chapter Board of Directors, Advisory committee, Education, Membership, and Institute Committee Chairs with regard to revisions to the Strategic Plan and Chapter goals for the coming year.
- Completed a 2012-2013 planning meeting with all Board members and Committee Chairs on April 20, 2012, resulting in short and long term goals and a CY 2013 action plan.

## EXTERNAL ASSESSMENT

The New Jersey Chapter solicits member's input through a variety of mechanisms on a regular basis at various times during the year. Program assessments are conducted at all educational sessions and at the Annual Institute. An overall Chapter survey is sent to 100% of the membership annually. A survey specific to Chapter committee chairs is also completed semi-annually. The information gained from these and other sources is utilized in developing the Chapter's Strategic Plan. The current external assessment for the New Jersey Chapter includes the following observations with regard to the healthcare industry in New Jersey:

- **Consolidation** – The creation of multi-hospital systems has resulted in fewer jobs and a reduction in membership from traditional sources, attributable to hospital closures and bankruptcies, and also may introduce out-of-area executives which may have differing views of HFMA through experience at other Chapters.
- **Expense Reductions** – Pressures to reduce provider costs has resulted in the reduction of available provider dollars that are dedicated to education and professional development.
- **Economy** – The economic downturn that began in 2008 continues to impact the New Jersey healthcare market in the form of hospital closures and bankruptcies. Correspondingly, this has led to an increase in the number of unemployed and uninsured populations further impacting healthcare facilities and staff. It is anticipated that this will affect the Chapter's ability to attract and retain members as well as efforts to engage members in volunteer roles and their ability to participate in educational opportunities.
- **Limited Flexible Time** – The reduction in staffing has increased the workload for industry professionals, affecting both attendance at Chapter sponsored events and their ability to volunteer to serve the Chapter.
- **Competition with other Education Programs** – There are many other professional and commercial organizations that attract our members with educational programs that compete with similar programs sponsored by the Chapter.
- **Legislative Changes & State Budget** – The political and financial climate in the state of New Jersey results in additional pressures on healthcare providers and associated financial and clinical professionals. The New Jersey Hospital Association actively participates at the HFMA, NJ Chapter Board level, and informs the entire membership on current and critical issues affecting the healthcare environment.
- **Free Standing Competition** - Recent increases in this segment of the market has added pressure to the hospital providers. Hospitals are feeling the impact of the shift to non-hospital, free standing centers to their volumes and "bottom lines.
- **Affordable Care Act** – As providers comply with PPACA and other elements of health care reform, new delivery systems and financing mechanisms are being developed resulting in organizations that look and function in a markedly different way from Organizations in the recent past. The Chapter must be ready and willing to respond to the needs of those

organizations and the individuals within them or risk losing them to other competing organizations.

## INTERNAL ASSESSMENT

In October 2011, HFMA National sent out a survey to a sample of 950 Chapter members. The response rate was 16%. On April 19, 2012, a Chapter Advancement Team facilitated SWOT analysis was performed. The following is a summary of the responses:

### STRENGTHS

- **Chapter Meetings and Educational Programs** – 95% of the respondents indicated that they were satisfied or very satisfied with the quality of the speakers and programs sponsored by the Chapter.
- **Networking** – The Chapter provides numerous networking functions throughout the year. The Chapter survey indicates that the members are pleased with the level of networking opportunities.
- **Financial Stability**– The strength of our financial position affords us the ability to subsidize high quality programs and networking events. It also provides us with the opportunity to support our membership by offering scholarships for higher education to member dependents.
- **Member Recognition** – The strength of our Chapter is in the dedication and participation of our volunteers. We will continue to implement and enhance the level of member recognition since we must rely on the continued active involvement of the membership.
- **Diversity in Leadership** – The Chapter will continue to have two, Associate Board members who will sit on the Board of Directors and participate in a non-voting position. This program began in the 2006/07 Chapter year. The present board constitution is representative of our membership, with representation from PFS, Compliance, Managed Care, Reimbursement, General Finance/Accounting, Senior Financial Executives, Payors, and Vendors. This diversity is a strength for our Chapter and a major contributor to our success.
- **Website ([www.hfmanj.org](http://www.hfmanj.org))** – The website continues to be developed as an additional means of communication, and a valued resource for upcoming events. The Job Bank, which includes a listing of current employment opportunities for our members throughout our catchment area, is the most highly utilized page on the site.

### WEAKNESSES

- **Lack of Active Participation from Senior Financial Executives (SFE)** As financial pressures increase in the industry, the SFEs find it increasingly difficult to actively participate and have asked for programs specifically geared to their needs. Program attendance is largely

comprised of the technical and mid level financial management staff and vendors. The Chapter must endeavor to show value to these individuals in order to ensure continued participation from their subordinates and to support the value provided to our sponsors.

- **Policies and Procedures** – The Chapter continues to develop and revise policies and procedures. Existing policies and procedures will be reviewed annually, with new policies added, as necessary, to provide improved structure and guidance to the organization and its leaders. HFMA’s nature as a volunteer organization makes knowledge transfer to new leaders difficult. Documented policies that are easily accessible, and explained on a regular basis to the volunteer leadership team are critical to the operation of the Chapter.
- **Committee Involvement/Succession Planning** - With expanding professional and personal commitments, it has become increasingly difficult to secure active committee members and chairpersons. Although, many members sign up for committee membership, meeting participation is low even with the increased flexibility of being able to participate via conference lines. This impacts the ability to cultivate future Chapter leaders. While the Chapter has experienced success through the advent of the associate board member position, new methods for engaging membership must be explored to ensure continued Chapter success.
- **Communication and Website ([www.hfmanj.org](http://www.hfmanj.org))** – Both a strength and a weakness, our website must be a continued focus of our strategic plan. As technologies change and new communication vehicles such as social media sites and mobile applications become part of the main stream, the Chapter must continue to reevaluate our methods of communicating with the membership.
- **Provider Attendance at Chapter’s Educational Sessions** - The attendance at all educational meetings is in need of greater provider participation. While the Chapter recognizes the contribution of its vendor members, the input and expertise of the provider community is integral to our mission. The location of Chapter Programs was identified in the membership survey as a concern with no specific recommendation. Each year, during the planning of education sessions, consideration of other locations will be explored. Programs for engaging providers will also be explored and developed, with emphasis on emerging Healthcare Finance positions resulting from the Affordable Care Act. The Chapter will explore the possibility of increasing attendance by offering educational credits that will be accepted by other organizations (AAPC, NJ Continuing Legal Education, etc.).

## **CHAPTER GOALS AND OBJECTIVES**

### **Goals for Service to Members**

- Continue and expand upon current caliber of educational programs and collaborative educational efforts with other organizations such as AHENJ, AAHAM, MGMA, HIMS, NJHA , HCCA, HMMS-NJ and other other HFMA Chapters.
- Expand Senior Financial Executive involvement in Chapter Programs. Explore creation of SFE “Champion” positions within the Chapter.
- Experiment with different pricing schemes, meeting structures, meeting locations and meeting content to determine what is most attractive and beneficial to the membership.
- Seek and receive input from the Chapter’s membership on educational topics via surveys.
- Continue an ongoing recognition program for certified members, Chapter Chairs and members/committees who volunteer above and beyond.
- Update the Chapter certification coaching courses for members interested in certification while ensuring that the value of certification is promoted to the membership.
- Expand upon the networking opportunities offered to the membership.
- Promote members to “Make Connections” through their volunteer efforts within and outside of HFMA.

### **Goals for Education**

- Review national programming, national CAT best practice educational projects and Chapter leader topic surveys for use within the Chapter.
- Develop a leadership orientation program, separate from the annual leadership retreat. This will allow for focused training of volunteers while providing significant time for the development of the short term strategic plan at the Chapter retreat.
- Provide more educational sessions geared towards State and Federal regulatory changes.
- Provide more education programs early in the Chapter year so as to reduce the pressure on volunteers in the last quarter of the year.
- Expand the variety of locations for educational sessions throughout the state, exploring new technologies that could allow for satellite locations and remote attendance.
- Achieve the Gold award for education.
- Achieve the Hottom award for education improvement.

### **Goals for Quality of Service**

- Update and regularly maintain Web site calendar for educational and social events.

- Improve upon committee structure and succession planning to ensure that the Chapter is being proactive and adequately addressing the various needs of the membership.
- Continue to publish the Garden State ‘FOCUS’ news magazine while exploring new media vehicles for educating members.
- Improve upon the Chapter member survey process and create avenues to improve feedback by alerting the membership of the survey timing and its importance to the Chapter’s continued improvement.
- Under the guidance of the sponsorship committee, identify innovative ways for driving value to our sponsors.
- Explore the creation of a physician practice financial management committee serving those financial managers working with and for newly formed healthcare delivery structures, physician practices, etc.

### **Goals for Chapter Growth**

- Follow-up with all non-members who attend any Chapter program/event to encourage them to become HFMA members.
- Engage all members expressing an interest in volunteering within the Chapter to take on a roll within our committees.
- Continue discussions with vendors and reciprocating organizations to provide hotlinks to HFMANJ.org and HFMA National website from their website.
- Reach out to area colleges and universities to encourage faculty and students to become members.
- Encourage existing members to participate in the National ‘Member-Get-a-Member’ campaign.
- Increase membership via educational sessions whereby the cost of the program will be applied to the HFMA membership.
- Through “new member” breakfast/lunch during full day meetings, recruit individuals for participation on committees.
- Encourage registrants for the Chapter Annual Institute to commit to volunteerism.

**2012 – 2013 CHAPTER ACTION PLAN**

Action Item	Responsible Party	Initial Report Due to the Board
Identify methods for nomination and election within other Chapters	<b>John Brault</b>	<b>April 2012</b>
Develop 12 Month Rolling Education Calendar	<b>Heather Weber/Mike McKeever</b>	<b>June 2012</b>
Update Marketing Plan	<b>Maria Facciponte/Tracy Dicanto</b>	<b>June 2012</b>
Review Effectiveness and Purpose of weekly PULSE communications	<b>Elizabeth Litten/Al Rotcamp/David Wiessel</b>	<b>June 2012</b>
New Member Identification	<b>Kevin Margolis</b>	<b>July 2012</b>
Create a Board Meeting recap to be published in the Focus and PULSE	<b>Heather Weber</b>	<b>July 2012</b>
Develop a more transparent process for nomination and elections	<b>John Brault/Michael Alwell</b>	<b>July 2012</b>
Create webinar process	<b>Brian Herdman/Tony Consoli</b>	<b>July 2012</b>
Solicit Testimonials from Committee Membership	<b>All Committee Chairs</b>	<b>July 2012</b>
Volunteer Recruitment Plan	<b>All Committee Chairs</b>	<b>July 2012</b>
Physician Practice Committee Development Task Force	<b>John Brault</b>	<b>July 2012</b>
Mentorship Program	<b>Tim Bialek</b>	<b>August 2012</b>
Identify viable options for publishing the FOCUS (ie. HTML, Kindle, Mobile App)	<b>Al Rottcamp/Elizabeth Litten/Laura Hess</b>	<b>August 2012</b>
Chapter-Wide Volunteer Recruitment Program	<b>Nominating Committee</b>	<b>August 2012</b>
Student Member Recruitment Program	<b>Tim Bialek</b>	<b>August 2012</b>
CFO Outreach	<b>Joe Dobosh/Stella Visaggio</b>	<b>September 2012</b>
Identify opportunities for redesigning the Chapter website	<b>Tony Consoli/Laura Hess</b>	<b>November 2012</b>