



**FIRST ILLINOIS CHAPTER
Healthcare Financial Management Association
STRATEGIC PLAN
2009- 2010**

Agenda

- I. Introductions and opening remarks
- II. Chapter Leadership
- III. LTC
- IV. Review of prior strategic planning documents and efforts
- V. CBSC Initiatives
- VI. Goals and Objectives
- VII. Next Steps

Strategic Planning Committee Members:

James Watson	Board Member (Past President 2007-2008)
Guy Alton	President (2008-2009)
Michael Nichols, FHFMA, CPA	President (2009-2010)
Patricia Marlinghaus	President Elect (2009-2010)
Pat Moran	Secretary 2009-2010
Janet Blue	Treasurer (2009-2010)
Paula Wilke	Past President
Katherine Murphy	Program Planning



EXECUTIVE SUMMARY

The First Illinois Chapter officers, board of directors and committee volunteers performed a self-assessment on strategic plan goals at the March 20, 2009 meeting of the Strategic Planning Committee. The Committee focused on updating a comprehensive 3-year strategic plan for submission to HFMA National in April 2009.

The environmental observations and essential issues are summarized in the Executive Summary. The Strategic Plan outlines our guiding principles, business and strategic direction.

CURRENT STATE

At our 3/20/09 Strategic Planning Committee meeting, we inventoried our Successes & Lessons from the 2008-2009 Chapter Year.

Successes	Lessons
<ul style="list-style-type: none"> ▪ Webinars ▪ CFO Committee Education Programs ▪ Dual Track ▪ Social Events ▪ Event location variety ▪ Metrics-based management ▪ Scholarship Program ▪ Student Memberships ▪ Certification ▪ Mentoring ▪ Member Relations ▪ (Communication, New, Member Relations) ▪ HFMA 101 ▪ Joint Venturing ▪ Sponsorships 	<ul style="list-style-type: none"> ▪ Program Announcements out late ▪ Program Planning Process opportunities ▪ Committee Chair education/ownership related to Program Planning ▪ Mailco opportunities ▪ Website opportunities ▪ Mentoring groundwork ▪ New Member tracking at programs ▪ Difficulty in newsletter production ▪ Need to increase volunteers and succession planning

FIRST ILLINOIS CHAPTER STATEMENT OF DIRECTION

Following validation of our Successes & Lessons from 2008-2009 Chapter Year, we outlined our “Statement of Direction” based on goals/objectives we already had on tap for the 2008-2009 Chapter Year.

HFMA National Goals:

1. Seamless System of Service: Connect members to HFMA resources
2. Delivering Value
3. Membership and Customer Growth
4. Financial Resources

First Illinois Goals & Objectives:

Goal/Objective	Owner	Comment/WWW/Link to CBSC
Assess overall effectiveness and efficiency of components defining “Program Planning”	Murphy (Fy09-10)	CBSC: Mbr Retention, Sat Volunteer Sat
Create Sponsor Resource Guide	JW, JV, Sponsor Com	Heighten Sponsor value proposition
Joint Venture with MGMA, MHPA	JW, KM, Board	CBSC: Mbr Retention, Sat
Manage the migration to the CBSC	All	CBSC: Positioning for success
Develop Succession Planning	BOD; Officers, Committee Chairs	CBSC: SSS
	MN, JB	Increase volunteerism, retention
Develop Webinar Protocols	Program Planning	CBSC: Ed Hours, Mbr Retention
Develop HFMA Quick Reference Sheet for Member Directory, New Members	JB, JW	CBSC: Member Retention
Assess need for paid Admin Asst	Board	Support Chapter operations

ENVIRONMENTAL OBSERVATIONS

An understanding of the environment in which the Chapter provides services to its members is crucial to identifying strategies and setting goals. Over the last two decades, the restructuring of the US economy into a global economy, the rapid acceleration of technological innovation, the increasing speed at which information is disseminated, and the changing demographics as baby boomers have aged has initiated tremendous changes within all industries. In addition, the country as a whole and the health care industry are facing unprecedented economic issues that will likely have long and far reaching consequences. The impact of these changes within the healthcare field is outlined below:

Transformation

1. As the evolution in the managed care environment continues, strategic imperatives focus on methods to decrease costs while improving productivity and quality.
2. Evolving reimbursement such as consumer driven savings plans will place the choice for healthcare services directly in the hands of the consumer
3. Although less invasive treatment options have reduced the need for lengthy and costly hospital stays, healthcare costs have continued to increase. These costs are associated with new advanced technologies, high-end diagnostic tests and procedures, and new drug therapies. All of which are in demand today from consumers and their physicians.
4. Rapidly transforming healthcare environment has created a tremendous need for information, not just for clinical and operations management, but for strategic decision making. HIPAA issues combined with changing information needs are driving the largest systems upgrades and replacement activity ever seen.
5. Not-for-profit hospitals are facing more stringent Internal Revenue Service filing requirements. In Illinois and across the United States, the not-for-profit hospital is regularly defending tax exempt status. Current trends at hospitals are to dedicate resources and develop audit committees with mostly independent standing. The primary function of the audit committee is oversight of the operating practices of the hospital.
6. Employers and consumers have access to information as never before and have increased their demand for high quality healthcare service and cost accountability.
7. When Managed care first emerged and became prevalent in the market, risks were shifted from insurers to providers. Providers reacted by building larger delivery bases in order to assume those risks and worked on reducing costs while broadening their service lines to provide a comprehensive and seamless continuum of care.
8. Now, as managed care penetration has reached a plateau costs are shifting to employers and employees in the form of higher healthcare premiums, higher co-payments and deductibles, and/or tiered co-payments.

9. The current economic situation may place increased pressure on health care as an inalienable “right” or entitlement.

Consolidation

1. System development and market consolidation are ongoing both within the provider and payer segments.
2. The challenges facing healthcare employees are enormous as employers redefine themselves at an ever increasing pace. At the same time the employee market is tight with quality talent in short supply.
3. As traditional market segments wane and positions are streamlined, healthcare employees are encouraged to have multiple and diverse talents and must continually redefine themselves. The need for continuing education and development of new skills has become paramount to employee survival.

IMPACT ON FIRST ILLINOIS HFMA

Overall the need for ongoing education and opportunities for professional networking has never been greater. At the same time workdays have lengthened and pressures for improved productivity have heightened at the expense of personal hours available for family, friends and ones self. Furthermore, employers have reduced allocations available for professional membership and educational fees. Ironically the options for professional education and interaction have grown exponentially, creating a dilemma for professional organizations seeking to grow or even maintain their membership base.

ESSENTIAL ISSUES

Based upon the national and local environmental picture described above, the following are Essential Issues that were used to establish the goals and strategies to guide the Chapters future direction:

1. Employees are the greatest assets of a service organization. Their ability to obtain and utilize knowledge effectively maximizes their value to the organization and to their ongoing career development.
2. Healthcare employees currently require a much broader scope of knowledge and more diverse skills to remain competitive and successful.
3. While HFMA is a personal (versus corporate) membership organization, its activities benefit not only the individual, but the employer as well by helping with staff development.

4. Members are shifting into different healthcare settings as the healthcare industry evolves.
5. The length of time an individual remains with a single employer is decreasing
6. The value of membership in relationship to its cost will continue to receive scrutiny; value is likely to increase dramatically with participation.

STRATEGIC PLAN

The following topics are included in this section:

- Vision
- Purpose
- Core Values
- Strengths, Weaknesses, Opportunities and Threats
- Statement of Direction
- Goals and Action Plan
- Goal Strategy, Tactics and Measures

VISION

HFMA First Illinois Chapter Vision is:

“To be the professional resource of choice to individuals interested in the business of healthcare finance.”

PURPOSE

HFMA First Illinois Chapter Purpose is:

“To provide chapter members with quality education thereby helping members improve business performance and to provide networking opportunities thereby facilitating professional career growth.”

CORE VALUES

- **Excellence** – We believe in excellence in all that we do. We strive for a consistent and high standard of quality in each endeavor.
- **Teamwork** – Teamwork involves a strong partnership with members and voluntary leadership.
- **Innovation and Creativity** – Innovation and Creativity allows each member to express their work in interesting and unique forums.
- **Fiscal Responsibility** – Allows the chapter to continue to provide quality programs.
- **Resource** – Serve as a source of information, education and training for our membership.

STRENGTHS

1. The First Illinois Chapter is a large HFMA chapter with over 1100 members.
2. The Chapter is very diverse in terms of members representing hospitals and other providers, managed care organizations, accounting firms, equipment suppliers, and financial services organizations.
3. The Chapter currently has 23 standing committees for volunteers to participate in. Members are encouraged to participate to express their creativity and to develop networking opportunities.
4. The Chapter newsletter, First Illinois Speaks, is a high-quality magazine that has won National Honors.
5. Each year the Chapter provides at least six well attended and well received educational programs. Attendances at these programs attract individuals who are both members and nonmembers.
6. The chapter is successfully integrating webinars as an additional educational vehicle and a way to strengthen the partnership between the provider and partner constituencies.
7. The Chapter is financially viable.
8. The Chapter's proximity to Chicago and to the National HFMA headquarters is beneficial.
9. The Chapter fully utilizes technology resources (email, robust web site, online registration, etc.)
10. The Chapter provides membership with a forum to learn more about the local, regional, and national HFMA structure. (HFMA 101)
11. While there are many professional organizations providing networking and educational opportunities for health care professionals, only HFMA is focused on financial management in the health care industry.
12. The Chapter has committed sponsors who provide time and talent in addition to participating in our sponsorship program.
13. The Chapter provides both formal and informal education and networking opportunities.

WEAKNESSES

1. Significant competition exists for volunteer efforts of our membership due to downsizing and other commitments.
2. Although we are a large Chapter the volunteer base needs to be expanded. Less than 20% of our membership is considered active by participating on a committee or serving as a chapter leader.
3. The Chapter does not consistently communicate the value proposition of membership to our members and their employers.
4. The Chapter lacks executive membership participation.
5. The Chapter's collaboration with other organizations is not consistent and lacks structure.

6. The Chapter may benefit from providing more “just in time” training for key issues.
7. The Chapter has not utilized advertising in the many local healthcare publications to promote the First Illinois Chapter education programs.

OPPORTUNITIES

1. Expand on successes of Joint Venturing this year with stronger and additional partnerships with associated entities (AIPAM; MGMA, MHPA) as well as with other HFMA chapters.
2. Provide community outreach to help the public with healthcare concerns (e.g., Medicare regulations, HIPAA, Patient Friendly Billing)
3. Help our members with career development and job transitions.
4. Promote HFMA certification as valuable to both employees and employers.
5. Host quarterly dinners to increase participation and to expand networking opportunities.
6. Leverage our chapter size and diversity to build coalitions with common interests.
7. Become the “cutting edge” on hot topics. Provide “just in time” training.
8. Promote membership to those people who are new to the healthcare finance industry.
9. Identify opportunities with the local Universities to develop student membership.
10. Take advantage of technology to meet our chapter’s needs and reduce costs.
11. Develop a chapter “leadership training program.”
12. Develop relationships with the majority of the Senior Financial Executives in the Chicago Metropolitan area.
13. Pursue alternative and creative sponsorship opportunities. This will address partner needs to reach more targeted audiences or invest in our chapter in ways that are more consistent with their own internal objectives given scarce resources.
14. Broader operational perspective beyond finance.
15. Career path planning/professional growth tracks.

THREATS

1. The First Illinois Chapter faces tremendous competition from other organizations for membership participation.
2. Healthcare providers continue to consolidate and that can result in fewer members.
3. Employers must see value in membership or they will not support it.
4. There are more distractions and diversions in today’s environment and members feel a lack of time to participate. Balancing our professional, volunteer and personal lives becomes a difficult task.
5. Traditional educational formats have been challenged and we may need to seek out other methods to meet our members’ needs.

6. As the hospital providers have consolidated, some healthcare organizations have developed their own internal management training programs that may compete with our educational programs.
7. The current economic environment will result in reduced sponsorship participation.

2009-2010 GOALS & OBJECTIVES: FIRST ILLINOIS CHAPTER HFMA

E A R N

Education:

Efficient (Economical; Accessible)

Timely;

Quality.

Advancement:

Chapter (DCMS; Awards)

Personal (Certification; Leadership Succession)

Profession (Value of Membership to organizations)

Resources:

Programs

Mentoring

Communication (Publications; Announcements)

Networking

Social Events

Relationship with other organizations

Resource Guide

1. Assess overall effectiveness and efficiency of components defining “Program Planning”: As we continue to increase the number of events and vehicles through which we aim to increase Education Hours, we need to improve the infrastructure and workflows that support effective execution of events and avert volunteer frustration.
2. Create Sponsor Resource Guide: Our last Member Satisfaction Survey indicated comments expressing concern over the high proportion of vendors/sponsors in the membership. Leadership recognizes this concern but also recognizes the immense value of these partners to our employer organizations and to HFMA. The Resource Guide is an attempt to better highlight the resources these partners bring to bear as well as to increase the value proposition to our sponsors.
3. The new Chapter Balanced Scorecard from National will be implemented and indicators managed.
4. Act on issues/ideas from 2008 and 2009 LTCs:
 - a. Develop Succession Planning (Work into August Education Training)
 - b. Develop Volunteer Appreciation initiatives
 - c. Develop Webinar Protocols (Webinar “Master”)
 - d. Assess need for paid Admin Asst
5. Develop SFE outreach strategies: Forum to provide discourse on evolving career path and accountabilities attributable to success in the provider CFO role.
6. Develop HFMA Quick Reference Sheet for Member Director, New Members
7. Develop Education Program “Joint Venturing” with one new organization. The chapter will provide the resources to explore opportunities to partner with a known professional association and provide at least one new education program. The outcome will be expanded revenue base through the strategic partnership.
8. Develop Education Programs or settings that meet the memberships need in regard to timeliness and urgency of information. Such “Hot Topics” will be considered for webinars, audio conferences, email blast updates or special meetings.
9. Re-establish Mentoring Program. In order for the chapter to grow and thrive, new members must become involved in the organizations operations and recognize the value of membership. Mentors will be identified to work with new members to assist them in getting the value out of HFMA.
10. Continue promoting value of Certification, capitalizing on previous successes. Encourage our members to be certified. Establish a committee chairperson tasked with the responsibility to pursue members who are eligible for HFMA certification. Report progress to the Board regularly.
11. Continue the Student Membership Program started in 2006-2007: Establish liaison with at least one local university to enroll student members in HFMA, which should provide a mechanism for potential recruitment of financial people into the marketplace.