## Strategic Plan Report

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Period of the Plan</th>
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<tbody>
<tr>
<td>New Hampshire-Vermont</td>
<td>2013-2015</td>
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### Title of the Plan
Three Year Strategic Plan

### Names of the Chapter members who developed the plan:

- Diane Blaha
- Devon Church
- Evalie Crosby
- Judi Deavers
- Robin Fisk
- Dick Ford
- Kirsten Geoffrion
- Robert Gilbert
- Amy Beth Main
- Marie McGee
- Connie Ouellette
- Sandra Pinette
- Gerri Provost
- Peter Smith
- Amy Vaughan
- Eric Walker
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- Gale Wendell
Healthcare Financial Management Association
New Hampshire-Vermont Chapter

Strategic Plan
For
Service, Quality, and Growth
2013 - 2015

As Approved: August 28, 2012
Executive Summary

Throughout the next three years, the New Hampshire-Vermont Chapter of Healthcare Financial Management Association (HFMA) will strive to provide an environment that encourages and supports our members to seek and promote excellence. We will educate and solicit the input of the entire New Hampshire-Vermont Chapter of HFMA (Chapter) Membership regarding the Goals and Objectives of the Chapter’s three-year Strategic Plan.

We will continue to improve educational programming by providing the right topics at the right time and partnering with other professional associations (ie, hospital associations, NH MGMA, NNEAHE). We will continue to use member feedback in education planning to ensure we meet member needs and offer education in varying formats to our members to increase accessibility.

We will continue the quality of our Chapter Newsletter and promote member communications and National HFMA activities through our updated Chapter website and social media venues.

We will strive to improve the quality of services we provide to our membership through the Board of Directors, the strategic planning process and our committees.

We will continue to improve our current benefits and services to our membership, such as the Christopher F. Weinheimer Scholarship Fund (and other scholarship opportunities) and certification program and financial support.

We will protect our financial viability by annually reviewing our sources of revenue while planning and controlling the growth of our expenses.

The Board of Directors will continue to improve its operating viability by identifying and developing future leaders of the chapter and ensuring that current leaders are supported and that their efforts are recognized.

In summary, our Chapter will strive to exceed the needs of our membership as the healthcare industry faces continued challenges to current operations and the implementation of healthcare reform.
I. Introduction

The NH-VT Chapter developed its first strategic plan in the spring of 1998. The Board of Directors reviewed the process and chose, at that time, to update the plan every year to cover a three-year time frame. The development of the Chapter Goals & Objectives is intended as a parallel process that sets one-year action plans to meet the goals of the Strategic Plan.

This Plan has been updated based on the results of the 2006 Strategic Plan (last update), the current Member Survey, a systematic review of members’ needs and all Chapter operational strengths and weaknesses, and the Chapter’s goals and objectives for the year. The reader should view the Plan as a working document, which will be updated annually to reflect the Chapter’s objectives.

The Officers and Board of Directors thank those members and other individuals who lent vital assistance in preparing the 2013 - 2015 Strategic Plan.

II. Chapter Foundation

Vision Statement

Our Chapter will be an indispensable resource for healthcare finance.

NH-VT HFMA Mission Statement

The Chapter purpose statement is identical to that of National HFMA, which is as follows:

To define, realize and advance the financial management of healthcare by helping members and others improve business performance of organizations operating in or serving the healthcare field.

NH-VT HFMA Values: A Foundation for Performance

The values of our Chapter are:

- **Service** – We believe that service to members is our highest priority.
- **Excellence and Integrity** – We believe in excellence in all that we do. We strive for a consistent and high standard of quality in each endeavor.
- **Teamwork** – We believe that teamwork is essential in meeting the objectives of HFMA. Teamwork involves a strong partnership with members, chapters, and regions as well as cooperation with those who represent healthcare associations, government agencies, and financial business interests.
- **Importance of Individuals** – We believe in the importance of individuals. The dedication of people, their enthusiasm, their spirit and their support shapes our collective personality and gives impetus and meaning to our objectives.
• **Innovation and Creativity** – We believe in encouraging innovation and creativity. Innovation is finding new ways of accomplishing our objectives.

• **Financial Responsibility** – We believe in conducting HFMA with financial responsibility and a prudent approach to business.

• **Code of Ethics** – We believe in adhering to National HFMA’s Code of Ethics.

### III. Environmental Assessment

#### A. External Assessment

1. **Assessment of Member and Customer Needs**

   Each year, the Chapter uses survey data to assess the educational needs of our membership and to assess member satisfaction. Survey results are used to identify and focus on developing services to meet the needs of members and include questions that pertain to educational programs and Chapter benefits. The survey is conducted in addition to the program evaluations that are completed after each session during the Chapter year. Specifically, survey questions may include the following:

   • Satisfaction of members with education programs
   • Satisfaction of the meeting locations
   • Topics of interest
   • Timing and length of program
   • Satisfaction of other member services offered (i.e., Chapter newsletter, Membership Directory)
   • Mode of education delivery

2. **Social and Political Environment**

   All aspects of healthcare continue to be in a constant state of change. We, the members of the Chapter have attempted to prioritize some of the local and national changes in order to assist our education planning committee with the development of the coming year’s education sessions for our membership.

   • **Pay for Performance** measures by payors.
   
   • **Continued Cost Shifting** to commercial payors.
   
   • **Growth of Uninsured and Underinsured Patients** through economic strain and high-deductible plans.
   
   • **Commercial contracting and reimbursement** impacted by declining number of carriers, decreasing reimbursement, and steerage to low cost providers.
• **Out-of-pocket and Premium Costs** for consumers.

• **Access to Capital** limited in current market.

• **Increasing Payment Review Mechanisms** (i.e., Recovery Audit Contractors, Medicaid Integrity Programs).

• **Availability of Qualified Clinical Staff** especially in rural areas.

• **State Funding for Medicaid in NH & VT** as both struggle to balance operating budgets.

• **Implementation of Health Care Reform**, particularly in VT with Green Mountain Care Board and all-payor system.

• **Tax Exempt Status & Community Benefits** validation in light of declining margins.

• **Corporate Compliance** as continual focus and administrative stress.

• **Tighter Budgets** at member organizations.

• **Variation in Dynamics** facing member states, as Vermont embraces health care reform and New Hampshire has not.

3. **Technological Environment**

   Key drivers that will place a demand on the technological environment include:

   • Achievement of meaningful use for hospitals and eligible professionals.

   • The implementation of ICD-10.

   • Continued system safeguards required to protect patient confidentiality, PHI, and prevent identify theft.

   • The focus on transparency related to pricing and quality require technology to meet the reporting and public access requirements.

   • A tension exists between advances in clinical technology and payors willingness to pay for the new technology.

   • Collaboration among provider types with respect to technology.
4. **Changing Organizational Structure of Health Care Providers**

- Physician integration
- Affiliations and mergers
- Accountable Care Organizations

**B. Internal Assessment**

**Chapter Strengths** – The Chapter has a number of strengths upon which it can draw to remain strong and provide valuable services to members. These include:

- **Leadership Commitment** – The Chapter has a strong core of successful leaders. Individuals assuming leadership positions, both at the Committee and Board levels, are extremely dedicated to the mission of the Chapter and benefits provided through HFMA. The Chapter continues to seek ways to engage past and future leaders in Chapter activities and to recognize these dedicated individuals for their service.

- **Financial Position** – The Chapter has a strong cash position. Cash reserves have been built to cover the scholarship liability and any unforeseen downturn related to programmatic offerings.

- **Certification Programs** – There continues to be strong interest in the Certification Programs and these have been highly regarded by our members. The Certification Committee maintains a high success rate of interesting members to pursue the certification process, in particular through the online certification program which contributed to the Chapter’s achievement of being in the top 10% for percentage of members certified for FY11.

- **Newsletter** – The Chapter’s newsletter receives the highest scoring on our member satisfaction survey. We have an active committee and receive compliments on the newsletter’s format.

**Opportunities** – Opportunities for enhanced performance exist in many key areas of Chapter service provision.

- **Membership**
  - **Growth** - We believe we have not reached a saturated membership level but have rather gained new members in place of losses at larger organizations. Additionally, there may be an opportunity for some growth in faculty and student members.
  - **Mentoring** – The Chapter should consider providing mentoring opportunities to members new to HFMA and/or the industry to help enhance their membership experience and professional development.
• **Survey** – Given our FY12 survey results and historical trend, the Chapter has significant opportunity for improvement and educating our membership on the importance of the annual survey.

• **Succession Planning** – As Chapter leaders, we have a vested interest in increasing the involvement of nonparticipating members to provide for larger committee participation. We also have opportunity to provide for leadership development of individuals that would like to serve in Committee chair, Board or Officer positions.

• **Education Programming** – Providing topical and meaningful educational programs is a critical service of the Chapter. We can improve overall participation and satisfaction with our educational programming in the following ways:
  - Delivering education at the right time and place,
  - Providing programs on specific forums at specific locations, and
  - Delivering education conveniently through greater use of webinars and simulcasts.

• **Enhance Past Leader Engagement** – We have the opportunity to strengthen the Chapter through the continued involvement of our past leaders through their experience and knowledge.

• **Organization Collaboration** – The Chapter has mutually beneficial relationships with other allied health care organizations, most notably NH-VT Medical Group Management Association (MGMA) and the Northern New England chapter of the American College of Health Care Executives (NNEAHE), but there are several other possibilities (i.e., Health Law Bar, AHIMA, HCCA, Bi-State, Rural Health Round Table, NEAH, VHA, and Yankee Alliance). Our Chapter has shared information historically with other HFMA Chapters to the benefit of members but we see additional opportunity to work with the chapters in our region. We are eager to be flexible and collaborate effectively with these organizations for education.

**Chapter Weaknesses/Threats**

• Inability to adapt to technological changes quickly enough to satisfy members (i.e. social media, member communication)
• Necessary reliance on members to actively volunteer as Chapter leaders has resulted in limited involvement of “new blood” in committee and leadership positions
• Too few leaders doing too much, potentially resulting in burnout
• Education:
  - Inability to attend programs
  - Competition from other professional trade organizations
o Timeliness and relevance of topics
o Geographically dispersed membership makes it difficult to identify locations for chapter events that are viewed favorably by majority of members
o Delivery mode of programs
o Timing of programs
o Pricing of programs
- Member satisfaction survey results below required standards
- Loss of past leaders due to various factors
- Recreating the wheel by not knowing resources available through National
- Significant number of hospital Senior Financial Executives are passive members
- Limited Vermont member participation
- Bunker mentality affecting participation and attendance
- Continued pressure to reduce healthcare costs could result in decreased organizational support for HFMA membership and active member participation
- Reduced networking opportunities as delivery mode of education changes

Chapter Quality and Service Performance

Quality is a major, strategic association goal. It lies at the heart of everything done for members. The Chapter uses a combination of information from Chapter records and National HFMA reports to measure quality and service performance.

1) Education

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education Hours Per Member</td>
<td>14.00</td>
<td>14.03</td>
<td>11.8</td>
<td>12.8</td>
<td>11.3</td>
</tr>
<tr>
<td>Education Hours</td>
<td>5550</td>
<td>5605</td>
<td>4527</td>
<td>4841</td>
<td>4457</td>
</tr>
<tr>
<td>Education Programs – Overall Satisfaction Rating - Annual Average (not readily available)</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Optimal delivery mode and budget constraints at member organizations have played a factor in the Chapter’s education hours as we continue to explore the best fit in the changing environment.

The 2012 Chapter Survey Report shows a drop in the satisfaction rating for Chapter educational programs overall from 55.4% in 2011 to 48.5% in 2012. The average rating for all HFMA chapters in 2012 was 62.2%. “Topics addressed at educational programs” continues to be the highest factor cited for improvement by respondents to the survey, with location as the 2nd highest ranking factor.

2) Membership

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Count</td>
<td>383</td>
<td>384</td>
<td>394</td>
<td>397</td>
<td></td>
</tr>
<tr>
<td>Retention</td>
<td>92.4%</td>
<td>89.8%</td>
<td>89.8%</td>
<td>92.6%</td>
<td>90.6%</td>
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</table>
Member retention and growth is a major goal of the Chapter and the retention percentage has consistently been at or above the national chapter average.

3) Financial Perspective

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<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Profit Margin</td>
<td>16.4%</td>
<td>0.5%</td>
<td>-11.2%</td>
<td>-13.8%</td>
<td>-2.9%</td>
</tr>
<tr>
<td>Education Program Profit Margin (includes event sponsorships)</td>
<td>9.8%</td>
<td>0.8%</td>
<td>-8.8%</td>
<td>-15.2%</td>
<td>19.1%</td>
</tr>
<tr>
<td>Days Cash on Hand</td>
<td>445</td>
<td>382</td>
<td>395</td>
<td>397</td>
<td>444</td>
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The Chapter budgets an operating margin of 5% and an education program margin of 20%. Chapter Balanced Score Card requires a minimum of 150 DCOH with a maximum of 600 days. The Chapter’s DCOH from 2008 to 2011 is slightly higher than the National chapter average which ranges from 389 in 2008 to 376 in 2011.

4) Overall Member Satisfaction

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<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
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<tbody>
<tr>
<td>NH-VT Chapter</td>
<td>55.0%</td>
<td>48.0%</td>
</tr>
<tr>
<td>All Chapter Average</td>
<td>62.2%</td>
<td>62.3%</td>
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8 year trend information available from National shows a 12% decline in high satisfaction by members (either very or extremely satisfied) for our Chapter versus an 8% increase for all chapters.

5) Membership Certification Summary

The Chapter has a very high percentage of Certified Members. The Chapter’s Certification Committee participated in an online pilot program in FY11 that was extremely successful and continues to attract members to the program.

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of Total Membership Certified</th>
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<tbody>
<tr>
<td>2008</td>
<td>10.9%</td>
</tr>
<tr>
<td>2009</td>
<td>9.4%</td>
</tr>
<tr>
<td>2010</td>
<td>11.0%</td>
</tr>
<tr>
<td>2011</td>
<td>13.7%</td>
</tr>
<tr>
<td>2012</td>
<td>13.7%</td>
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IV. Planning and Data Gathering Process

The operating process for updating the Strategic Plan for 2013-2015 began with obtaining approval from the Chapter’s Board to engage the assistance of an outside consultant (Gary Daniels) to update the 2006-2008 Strategic Plan document. Results from the Member Survey and 5-year Chapter metrics were distributed to and considered by the attendees of the May 4, 2012 Strategic Planning Session. A draft of the strategic plan was developed at following Strategic Planning session(s) and distributed to the Officers, Board of Directors, and Committee Chairs (including those not in attendance at the strategic planning sessions) for their approval.

The three-year Strategic Plan will be reviewed on a yearly basis and updated as necessary.

The operating process for developing the Goals and Objectives is as follows:

1. Conduct monthly dashboard and assessment of current Goals and Objectives.

2. Develop recommended Goals & Objectives for the upcoming year.

The Goals and Objectives are the working plan to address the needs identified in the Strategic Plan. Goals and Objectives, while part of the Strategic Plan, are separate and flexible so they can be continuously updated to meet the current needs of the Chapter.

V. Goals and Objectives

The Chapter Goals & Objectives serve as the one-year action plan to address the needs and goals set in the three-year Strategic Plan. Goals and Objectives are developed during the first three months of the Chapter year so that newly appointed Committee chairs and committee members are able to contribute to the process. A list of the Chapter Goals and Objectives for the current year is communicated to the membership in September.

CRITICAL GOALS:

1. ACHIEVE MEMBER SATISFACTION OF 60% (VERY OR EXTREMELY SATISFIED).

2. INCREASE VOLUNTEERS BY 30 OVER NEXT 3 YEARS.

3. MAINTAIN CHAPTER STRENGTHS – CERTIFICATION, FINANCE, LEADERSHIP, AND NEWSLETTER.

4. ACHIEVE MEMBERSHIP GROWTH AND RETENTION AWARDS OF BRONZE, SILVER AND GOLD IN 2013 THROUGH 2015, RESPECTIVELY.
2013 OPERATIONAL GOALS & OBJECTIVES:

Membership Satisfaction
Educate members on satisfaction survey:
1. Through newsletter article, demonstrate what the Chapter has done this past year, including Committee contributions to article. Remind members that the timeframe for the survey is the past year and not just the past months.
2. Through President’s Message in newsletter, inform members of plans for new year.
3. At beginning of each education session, including webinars, educated participants on importance of completing survey and level of satisfaction being sought.
4. Use Linked-in as mode to inform members on importance of good performance on survey.

Volunteerism
1. Generate perpetual list of opportunities for members to participate. Keep updated on website (We Want You posting), available at education programs, and for discussion at monthly Board meetings.
2. Modify Sponsor scrolling advertisement to include advertising of who to contact for volunteer opportunities and of specific opportunities.
3. Leave 1 spot open at registration table for a new volunteer to become involved.
4. Through Education Committee, have a New Member Coordinator at each education program to concentrate on assistance to new members and volunteer opportunities.
5. At monthly Board meetings, review listing of new members and newly certified members and have standing agenda item of volunteerism.
6. Inform CFOs of education and opportunities offered to their new members.
7. Actively track new volunteer participation.

Membership
1. Personal call to each new member from the Chapter President or designee. Send welcoming package.
2. Develop a marketing plan for recruitment and retention.
3. New focus on student and faculty memberships.
4. Have Committee presence at each educational program.
5. Support new member involvement and mentoring
6. Recognize new members at educational events
7. Support social events and National membership programs
8. Develop a succession plan for the Committee.

Education
1. Add local favor by holding events at member sites and via simulcasts. Incorporate a facility tour.
2. Increase use of social media to gather information, support networking, and market programs
3. Consider ways to address location concerns of members (i.e., video teleconferencing, webinar sessions, etc).
4. Increase coordination with other professional organizations to broaden the network of
resources for Chapter members (i.e. MGMA, ACHE, other chapters, etc).
5. Continually monitor whether offering right topics at right time.
6. Consider ways to engage senior leaders (C-suite) to enhance their participation in educational events.
7. Continue use of technology to encourage participation (i.e. videoconferencing, webinar sessions, etc) and provide greater support services of webinars.
8. Expand commitment base of volunteer participation.
9. Provide networking opportunities as delivery of education changes.

**Newsletter**
1. Maintain a high level of satisfaction of members and promote a spirit of community for our members.
2. Based on knowledge gained from the Leadership Training Conference, continue successful format of current newsletter.
3. Ensure we are providing material that addresses our broad scope of members, including senior financial officers, and focus on current industry topics that meet our memberships’ needs.
4. Work toward increased member involvement in columns printed in the newsletter.
5. Continue team approach to each issue.

**Certification**
1. Be the Chapter with the highest percentage of certified CHFP members by adding 18 new certified members over the next 3 years.
2. Expand program to encourage members to increase participation in any of the certification and certificate programs (i.e., showcase CRCR at Fall Institute).
3. Actively participate in 4-Chapter certification webinar coaching program collaborative.
4. Contribute 2 articles per newsletter, “Why We Became Certified” and “Test Your Knowledge”, and recognize newly certified members.

**Physician Practice**
1. Collaborate with MGMA for joint education program in Winter/Spring timeframe
2. Contribute 2-3 articles to the newsletters during the year.

**Scholarship**
1. Clarification of criteria for Weinheimer Scholarship to remove NH or VT residency requirement and require Finance related majors preferably toward healthcare.
2. Publicize the scholarship program in Chapter newsletters throughout the year.

**Sponsorship**
1. Recruit at least 1 provider member to the Committee.
2. Remain cognizant of networking opportunities for our Corporate sponsors.
3. Promote event sponsorships.

**Financial**
1. Achieve 5% contribution to equity and overall education program margin of 20%,
consistent with Board policy.
2. Implement flexible budgeting in order to accommodate strategic or operational changes during the year.