



**Southern California Chapter  
Strategic Plan Update  
2006-2009**

**Developed and Adopted by the Executive Committee, Board and Strategic Planning Committee**

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## **Southern California Chapter Strategic Plan Update 2006-2009**

### **EXECUTIVE SUMMARY**

The Southern California Chapter will look to the program years 2006-2009 to provide the following services:

- ❖ Online Event Registration Service with online fee collection
- ❖ Professional E-mail marketing and online event survey tallying/reporting
- ❖ Increased educational programs in outer geographic areas.
- ❖ Improve the timeliness and quality of information posted to the Web Site.
- ❖ Improve the quantity and quality of information in NewsBrief.
- ❖ Increased opportunities for members to become certified.
- ❖ Develop and expand programs for recruitment and retention of membership
- ❖ Continue to develop Student recruitment through mentoring and scholarship programs.
- ❖ Develop and expand leadership and volunteers among members.
- ❖ Develop and implement a plan to provide the membership with increased benefits reflecting the financial success of the Chapter.
- ❖ Develop programs to attract industry newcomers to the Chapter.
- ❖ Develop new areas of interest for member participation.

### **PLANNING AND DATA GATHERING PROCESS**

Performed evaluations of all educational sessions. Registrants were asked to evaluate the speakers, locations, etc. Surveyed attendees at three educational seminars.

The previous strategic plan goals have been reviewed. It was agreed that the three main goals will be retained and that an additional goal will be included to address the new National Chapter Balanced Scorecard.

Surveyed membership in Fall 2005 using survey process through National

Presented the new strategic plan format to the Board of Directors and obtained its approval.

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### **VISION**

The vision of the Southern California Chapter is to be the leading education and networking resource for healthcare finance professionals in our service area.

## MISSION

The Southern California Chapter leaders re-affirmed the Mission Statement adopted in the 1993-94 chapter year:

The mission of the Southern California Chapter of HFMA is to provide its members with opportunities for professional growth through quality education, networking and fellowship with peers, and to serve as a resource in healthcare finance.

## CHAPTER VALUES

The Chapter is using the values of HFMA as working guidelines. These values were reviewed and continue to be incorporated in the chapter's annual planning process.

- ❖ Service to members is the highest priority
- ❖ Excellence is the standard for everything we do
- ❖ Teamwork is essential to our success
- ❖ Importance of individuals including their dedication, enthusiasm, spirit and support shapes our collective personality and gives impetus and meaning to our objectives
- ❖ Creativity and innovation must be encouraged
- ❖ We must act in a financially responsible manner

## ENVIRONMENTAL ASSESSMENT

The Southern California Chapter continues to solicit members' input several times during the program year. During the 2005 -2006 year, the chapter conducted a survey through National utilizing their process. The survey covered many topics such as educational content, factors affecting program attendance, preferred meeting locations, satisfaction of chapter services and general input. Responses to these surveys were considered in developing this plan. Additionally, the Board held a working retreat facilitated by a National CAT team member in which a SWOT analysis of current chapter activity was conducted.

The environmental assessment includes an overview of the healthcare industry in Southern California (external assessment) and the assessment of our members' needs (internal assessment).

### External Assessment

- ❖ **Consolidation of the Industry.** Centralized business offices and financial departments have resulted in fewer jobs, which is a factor in the decline in membership.
- ❖ **Budget Restrictions.** Employers' cost pressures, resulting from market changes and the Balanced Budget Act, lead to increased scrutiny of investment in individual development. We are highly reliant on organizational spending for individual memberships and education attendance.
- ❖ **Increased time spent doing work.** Industry professionals are finding their workload has increased and it is more difficult to get away from the office for classes, much

less to participate in volunteer tasks. This has also led to a higher percentage of vendor participation.

- ❖ **The Internet provides technical answers.** Many professionals are utilizing Internet resources for their own training and information. This is an area that needs to be taken into consideration during the planning process.

## **Internal Assessment**

### **Chapter Strengths and Weaknesses**

In the Fall of 2005, a National survey was sent out to our members, asking their input about the Chapter's performance in meeting their needs. At the December 2006 Board retreat, the Board and Committee Chairs discussed the results of the Membership survey, the Chapter's strengths and weakness and reviewed recommended changes and updates to the strategic plan.

#### ***Strengths***

**Educational Programs.** The Chapter has presented strong programs throughout the year. The Chapter continues to excel in leadership of two major cooperative programs within the HFMA organization. We also continue to work with other organizations in the healthcare industry by co-sponsoring programs. 2006-07 saw an overall increase in attendance at all programs over the previous year.

**Communications for Members.** Using e-mail and at times regular mail for the newsletter, elections and program announcements has given us the ability to respond quickly to members' needs.

**Increase in Members Taking the Certification Exam.** The chapter has made it easier to study by making available a library of study guides and convenient locations for taking the exam. The Chapter is also making certification more attractive to members by offering lower fees to certified members for educational programs.

**Increased Chapter Financial Stability.** The Chapter has continued to improve/maintain its financial position.

**Collaborative Leadership.** The Southern California Chapter provides leadership to the Region XI Symposium and the Fall Conference, which is a very successful collaboration between Southern and Northern California Chapters.

#### ***Weaknesses***

**Membership.** Although membership is increasing after several years of loss due to external factors mentioned above, this will remain a challenge to future chapter leaders with members (especially vendors) moving in and out of Southern California. However, it is felt that there is a significant pool of potential members in Southern California.

**Educational Programs Opportunities** Membership surveys identified opportunities for improved program frequency, topics covered and speakers presenting.

**Web Page.** The Chapter's web page, while improved during 2006-07, still needs additional work and enhancements to provide our membership with a very professional website.

**Developing New Leadership.** Due to job requirements, it is increasingly difficult to enlist new volunteers and there is a higher frequency of current volunteers not able to perform their HFMA commitments.

**Large Geographic Service Area.** Members want more programs in outer geographic areas.

**Communication** The membership survey reflected opportunities to improve communication to the membership.

**Decrease in Attendance at Educational Committee Meetings and Educational Programs.** Government Programs, Managed Care, Long Term Care, Payer Relations have had lower attendance due to external pressures.

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## CHAPTER GOALS AND OBJECTIVES

**Chapter Goal 1. To achieve recognized leadership in education and programs, communications and services for chapter members and customers. (Goals for Service and Quality of Service)**

This goal reinforces the chapter's mission to provide quality educational programming for all levels of membership, and its commitment to HFMA's leadership in healthcare financial management. The goal recognized the importance of linkages to related professional organizations, employers, colleges and universities.

## MULTI-YEAR TARGETS:

- 1.1 Continue to build on the established foundation for the chapter's relationships with California Healthcare Association (CHA) and the Healthcare Association of Southern California (HASC), along with other identified organizations, through participation in executive and leadership activities and co-sponsorships of educational programs. Continue coordination with state and regional chapters to enhance effectiveness of chapter participation.
  - ❖ Ensure that a HASC Representative is offered involvement on HFMA committees and HFMA Representatives are involved on HASC committees.
  - ❖ Ensure that an HFMA representative continues to serve on CHA committees.
  - ❖ Provide HFMA representation on the CHA board on a rotating basis among Southern California, Northern California, and San Diego/Imperial County Chapters.
- 1.2 Continuously adapt chapter's education and training needs to meet the changing needs of an evolving membership. Link with state and regional resources for programming to strengthen overall programs and economic benefits. Focus on programming at three distinct levels and audiences.
  - ❖ Add Web-based seminar to Chapter offerings
  - ❖ Continue to develop conferences with broad, high level program content, geared to senior management and industry-wide audiences. Continue to secure speakers who can present "Advanced" presentations and advertise sessions as such.

- ❖ Continue to develop general education seminars on a broad range of specific topics (investigate current “non-covered” topic categories) geared to mid- and upper level management in healthcare. Ensure multiple tracks exist at chapter programs to meet needs of diversified membership.
  - ❖ Develop “rapid response” programs, as needed, to address industry changes. Plan and present such programs in 60 days or less utilizing electronic media to advertise sessions
  - ❖ To achieve an award for Educational Performance Improvement such that the chapter increases its registrant hours by at least 3% over last year (Minimum National Metric for 2007-08 CBSC) and to qualify, at a minimum, for the Sister Mary Gerald Bronze Award for register hours per member.
  - ❖ Continue to collaborate with Northern California chapter to present the state-wide Fall Conference (renamed in 2007 with broader scope than just Managed Care) scheduled for September of each year. Commit to continue making changes to the scope of the program as membership needs change.
  - ❖ Co-sponsor educational sessions with the other chapters. Include those chapters’ membership on seminar mailings.
  - ❖ Continue to expand geographic representation structure to provide for seminars incorporating South Orange, Riverside/San Bernardino, and Ventura counties. Have a goal of 3 seminars annually.
  - ❖ Continue the CFO Round Table.
  - ❖ Board to quantify the chapter’s minimum financial requirement on all events.
  - ❖ Increase vendor support for the Region 11 Symposium and Fall Conference, to promote HFMA throughout the industry and to enhance the financial position of the chapter.
- 1.3 Continue to provide regional leadership for Region 11 Healthcare Symposium
- ❖ Provide lead chapter expertise for the January Symposium.
  - ❖ Complete development of procedure manual to allow for other Region 11 chapters to accept lead chapter responsibilities in future years.
  - ❖ Help to provide for a leadership transition plan for the committee.
- 1.4 Continue to develop a knowledge base of new and expanding healthcare industry segments, to better understand their needs and HFMA’s opportunities to serve and participate.
- ❖ Continue to develop targeted training programs dedicated to a specific skill or interest area, conducted by chapter members with recognized expertise.
  - ❖ Continue to co-sponsor programs with other professional associations such as HIMSS, CHA and AAHAM. Target an increase of one event per year.
- 1.5 Improve communications among chapter members through use of electronic communications and computer technology. In addition, postal mail will be analyzed in relation to chapter objectives. Communications will improve accessibility for the membership.

- ❖ Go back to using an electronic format that is secure for the Membership Roster and advise members of the availability of the on-line roster on HFMA National web-site
    - ❖ Continue to provide updated Roster information to the membership during the program year.
    - ❖ Work to achieve higher percentage of email addresses for chapter members to allow for future communication via e-mail
  - ❖ Continue to have Secretary serve as central focus of information to be included on the web-site
  - ❖ Ensure effectiveness, ease of use of new on-line registration for chapter events
  - ❖ Publish a minimum of 5 chapter newsletters on a pre-established schedule via electronic media, /or fax service and/or postal mail. Include all newsletters on chapter web site
  - ❖ Reinforce firm newsletter deadlines and maintain schedule to improve member communication
- 1.6 Promote HFMA and its members as a leadership organization to healthcare corporations (other than traditional providers already familiar with HFMA), emphasizing our knowledge base, technical skills, and high quality educational programs
- 1.7 Continue to link with colleges, universities and other educational institutions to develop learning programs for chapter members and for the community at large
- ❖ Continue contact with local colleges and universities and provide them with information for student HFMA memberships. Provide speakers on healthcare careers.
  - ❖ Recruit student membership and provide scholarships for HFMA chapter sponsored educational programs.
  - ❖ For Fall Conference and January Region 11 Symposium, solicit student worker support in exchange for complementary registration. Goal to convert these students into future HFMA members.

**Chapter Goal 2. To develop a formal plan for Leadership Development and ensure exceptional leaders are available at all levels of the chapter.**

This goal continues to reaffirm the chapter's commitment to quality and to the use of current quality improvement processes and tools in the conduct of the Chapter's business and in all aspects of chapter committee activities.

**MULTI-YEAR TARGETS:**

- 2.1 Enhance knowledge of current and future HFMA certification and Founders Award requirements, both within the chapter membership and the healthcare industry as a whole. Identify and pursue activities to convey the value of certification, and of certified personnel. Create career development infrastructures that encourage members to seek and attain certification.

- ❖ Use materials available from National HFMA to promote the value of HFMA training, education and certification throughout the healthcare community, to heighten interest in HFMA membership.
- ❖ Continue to offer certification testing opportunities at least 6 times a year, in either a group or individual setting
- ❖ Achieve, at a minimum, the Bronze Award (Award for Excellence for Certification) for increase in chapter certification
- ❖ Re-challenge and encourage all chapter Board members and Committee chairs to “take the certification exams”.
- ❖ Continue to recognize certified members at **ALL** educational functions, include certification ribbons as part of registration function
- ❖ Continue to offer chapter seminars and coaching courses for members interested in certification at least 2 times a year
- ❖ Provide article on Founders awards for publication in Newsbrief and on web site. Include information on how to earn Founders points at chapter educational sessions.

2.2 Expand the pool of available leaders by developing a formal plan for Leadership Development that will identify potential leaders, mentor and train them. Provide at least 2 special programs on leadership development, team building and other leadership skills, each year encouraging use of teamed committee positions and delegation of project responsibilities. Encourage feedback from members focusing on how the chapter can better meet their needs which will stimulate participation in leadership.

- ❖ Implement Board Task Force on Leadership Development to work on succession planning, identifying potential leaders, marketing of benefits & opportunities of Chapter Leadership, and training programs
- ❖ Work towards National Goal of having providers percent of Board of Directors at 60%
- ❖ Retain a chairperson for the CFO Roundtable. Have this leader link the CFO Roundtable committee activities with Program Planning and Professional
- ❖ Development to increase the CFOs’ awareness of, and participation in, chapter education and certification programs. Provide leadership development program through the use of chapter events designed to identify, educate and solicit membership feedback focusing on meeting the needs of the membership which will result in participation in leadership roles
- ❖ Implement new member telephone calling program to show appreciation and value of their participation in the chapter.
- ❖ Continue to offer Chapter leadership positions to successful committee chairs.
- ❖ Promote successful Chapter chairpersons to the Regional Symposium Committee.
- ❖ Recruit past chapter presidents to support the chapter and become active again.
- ❖ Continue to distribute a New Member Packet and continue new member functions.

- ❖ Continue to offer members the opportunity to participate in committee activities throughout the chapter year.

2.3 Continue to support opportunities for members to represent the chapter in activities of outside organizations (HASC, CHA, and other professional organizations). Publicize their participation in these activities in chapter media, especially the chapter web site

**Chapter Goal 3. To develop a deep and diverse professional community of members**

This Goal recognizes the importance of expanding the membership base of HFMA, to reflect the needs and interests of healthcare financial managers in medical groups, medical service organizations, health plans, and other healthcare related organizations. This goal also reinforces the importance of a strong financial position to support the chapter's goals and objectives and ensure long-term viability.

**MULTI-YEAR TARGETS:**

- 3.1 Continue to expand the depth and diversity of chapter membership from throughout the healthcare industry.
- ❖ Set annual targets for recruiting of new members from diversified organizations.
  - ❖ Follow-up with all nonmembers who attend any Chapter educational event to encourage them to become HFMA members.
  - ❖ Promote programs that reinforce Member Retention.
  - ❖ Promote programs that encourage Membership growth annually by a minimum of 2.0% per year.
- 3.2 Expand the depth and diversity of services to chapter membership through collaboration with other chapters in California and the western region.
- ❖ Promote leadership opportunities with other statewide, regional and national activities. Publicize their activities in chapter media.
  - ❖ Support a philosophy of collaborative efforts to reduce the burden on individual members. This includes collaborative efforts with other organizations in healthcare where appropriate.

**Chapter Goal 4. To meet the Chapter's Goals on the National Chapter Balanced Score Card (CBSC) and work towards achievement of all of the CBSC's Threshold Performance Level (TPL) targets**

This Goal recognizes the importance of defining and measuring chapter goals (induces quantitative goal setting) to ensure alignment with HFMA

National goals and to create a platform for recognition and accountability. (Some of the CBSC Targets are addressed in the previous three goals). This goal also reinforces the importance of a strong financial position to support the chapter's goals and objectives and ensure long-term viability.

## **MULTI-YEAR TARGETS:**

- 4.1 Ensure member satisfaction
  - ❖ Ensure National Member retention Metric of 87% (or annual chapter goal) is achieved by Chapter.
  - ❖ Ensure HFMA National Member Survey results in at least 49% of members being very or extremely satisfied with our Chapter.
  - ❖ Provide Seamless System of Service through utilization of at least two of the criteria listed on the CBSC.
- 4.2 Ensure Senior Financial Executives are involved in the Chapter and ensure that Providers are kept involved in leadership in the Chapter so that there is a balance between Providers and Vendors
  - ❖ Work towards ensuring 65% of Senior Financial Executives in the Southern California market are HFMA members.
  - ❖ Achieve chapter goal of Provider percentage of Board and work towards increasing percentage of providers on Board to meet the TPL.
- 4.3 Ensure a Strong Financial Position to support the Chapter's Goals and Objectives and Ensure Long Term viability
  - ❖ Maintain a minimum Days Cash on Hand of CBSC goal and work towards reducing Maximum Days Cash on Hand to also meet the CBSC target.