

**Greater St. Louis Chapter of HFMA
Strategic Plan
2009-2010**

HEALTHCARE FINANCIAL MANAGEMENT ASSOCIATION

GREATER ST. LOUIS CHAPTER

**STRATEGIC PLAN
FOR CHAPTER EXCELLENCE**

**FOR THE CHAPTER YEAR
2009-2010**

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EXECUTIVE SUMMARY

The Greater St. Louis Chapter of HFMA evaluates its operations on an annual basis to address fluctuations in membership growth and satisfaction. As the strategic planning process is a multi-year process, we review prior years' successes and challenges in an effort to continue improvement. The chapter strives to establish goals that ensure we are meeting our stated chapter mission and achieving National and chapter goals on the chapter balanced scorecard (CBSC). With this in mind, the focus of the plan centers on the chapter's strengths, weaknesses, opportunities and threats which exist in addressing our members' needs and perceptions.

The Davis Chapter Management System (DCMS) and the CBSC address these categories and recommended chapter practices:

- ◇ Education and Membership Services
- ◇ Strategic Quality Leadership
- ◇ Leadership Development
- ◇ Operations and Financial Performance

The Chapter strategic plan is designed to (1) continue to offer quality educational programming (2) provide opportunities for professional development and networking (3) provide efficient communication to members using various means of technology and (4) maintain and grow chapter membership.

Our long-range strategy will continue to evolve through annual evaluations of our current environment, assessment of members' needs and review of progress toward stated prior year goals. It is through this process that our leaders and members will achieve chapter excellence.

VISION

The vision of HFMA is "To be an indispensable resource for healthcare finance."

MISSION STATEMENT

The mission of the Greater St. Louis Chapter of HFMA is to provide quality service to its members and promote professional standards in the healthcare industry, through education, opportunities for professional development, and networking. The Chapter supports and subscribes to the mission of National HFMA.

CHAPTER SURVEY RESULTS

National HFMA will be conducting a member survey in the fall of 2009. The Greater St. Louis chapter strives to ensure its members are very satisfied with the quality of education, networking and resources that the chapter provides. We look forward to receiving the survey results and will ensure our Strategic Plan addresses their needs.

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STRATEGIC PLANNING FOR CHAPTER YEAR 2009-2010

The Strategic Planning Committee sponsored a full-day planning session, led by CAT team member Alex McFadden, open to the entire chapter membership. Participants reviewed sections of the last member satisfaction survey, noting those areas in need of improvement and reviewed presentations that put renewed focus on programming, recruitment, succession planning and volunteerism. The team also conducted a SWOT analysis of the chapter's strengths, weaknesses, opportunities and threats. Following are the Issue Statements and Action Steps from the analysis:

Chapter Strengths

- ◇ Issue Statement: Social and networking opportunities are a very successful aspect of the chapter.
 - Action Steps
 - Continue to offer a minimum of four networking opportunities/year
 - Coordinate three social events in conjunction with education events
 - Plan one family outing
 - Incorporate “ice-breakers” to initiate communication among attendees
- ◇ Issue Statement: Maintain and improve strong vendor relationships in support of the chapter.
 - Action Steps:
 - Survey vendors to determine how we can better serve them and add value to their member/sponsorships
 - Recognize/thank employers of volunteers

Chapter Weaknesses

- ◇ Issue Statement: Limited percent of membership that volunteers in the chapter.
 - Action Step: Recognize volunteers for their service
- ◇ Issue Statement: Limited participation by large, local provider groups.
 - Action Step: Reach out to large provider Sr. Leadership via lunch meetings
- ◇ Issue Statement: Decreased attendance at education sessions
 - Action Step: Enhance efforts to attract more members to programs

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Chapter Opportunities

- ◇ Issue Statement: Use of technology to reach more members.
 - Action Step: Expand technology utilized by chapter for various programs/events
- ◇ Issue Statement: Coordinate communications to members.
 - Action Step: Increase size and focus of Communication committee
- ◇ Issue Statement: Deploy webinars/webX opportunities for education
 - Action Step: Separate responsibility from Program committee to Vice President
- ◇ Issue Statement: Maintain/grow membership
 - Action Step: Meet with local university professors to introduce HFMA and what we offer to members/students

Chapter Threats

- ◇ Issue Statement: Small percent of members that participate on Comm./Board/Officers
 - Action Steps:
 - Offer two free programs/year to Comm. Chair/Board/Officers
 - Offer free meetings for full-time students and unemployed members
- ◇ Issue Statement: Cutbacks driving down attendance/membership from large systems
 - Action Steps:
 - Reach out to large provider Sr. Leadership via lunch meetings
 - Establish staff/supervisor level program and set up as a “road show”

As a result of the SWOT analysis, detailed action steps were developed for the 2009-10 Chapter year. The full document can be found in the attachment. This strategic plan will enable the Chapter to monitor the progress of each goal toward successful completion. Accomplishing these milestones will help the GSL chapter meet member needs, improving satisfaction and accomplish the mission of HFMA.