

Florida Chapter Strategic Plan
2014-2017

Continuing Sustained Excellence



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I. EXECUTIVE SUMMARY

The Florida Chapter is the largest chapter in the national HFMA organization and is dedicated to supporting the National Office's purpose, vision, and values. The Florida Chapter Strategic Plan for Education, Service, Quality and Sustainability is aimed at creating and maintaining an organization of excellence, value, and creativity as a means of providing leadership in the Florida health care community.

The Florida Chapter was recognized by the National Office and awarded the Robert M. Shelton Award at the end of the 2012-2013 chapter year. The Shelton Award for sustained chapter excellence recognizes chapters that have stepped up through the years with sustained, strong volunteer leadership.

Over the past five years, the Florida Chapter, which has 1,568 (as of 4/30/2014), has provided exemplary service in the areas of education, membership growth and retention, and certification, among others.

In 2012-13 alone, the chapter achieved a Hottum Award for Educational Performance Improvement, a Gold Award for Education, a silver Award for Membership Growth and Retention, a Gold Award for Certification, and two Yerger Awards, one for Education and one for Improvement.

The Florida Chapter has demonstrated consistent success over the past five years by earning three silver and two bronze awards for education, three gold and one bronze award for membership growth and retention, gold, silver, and bronze awards for certification, three Hottum awards for educational performance improvement, and 18 Yerger awards.

Successful implementation of the strategies outlined in this plan will sustain chapter excellence for the next five years towards earning the Robert M. Shelton Award at the end of the 2017-2018 chapter year. This will be accomplished through encouraging member participation in the Chapter and its activities, expanding future membership growth and education opportunities, effectively communicating education/networking opportunities to members, developing transparent guidelines for leadership development and succession planning, ensuring Chapter financial stability, and providing opportunities for professional development of the individual member.

II. CHAPTER MISSION VISION, PURPOSE, AND VALUES

Vision of the Chapter's Future

In a time of constant change, both at the state and national levels, the Florida Chapter of the Healthcare Financial Management Association will be an indispensable resource for healthcare professionals, in an innovative and cost effective manner, to individuals who seek excellence in the financial management of health care organizations. The Florida Chapter will strive to do both individually and in collaboration with other chapters and other health care management organizations.

The Chapter Purpose Statement

The objectives of the Florida Chapter shall be identical with those of HFMA. HFMA is the professional membership organization for individuals involved in the financial management of health care. Like the National HFMA's purpose statement, the Florida Chapter's purpose statement shall be to define, realize and advance the financial management of health care by helping members and others improve the business performance of organizations in or serving the healthcare field.

The Values of the Chapter

- Individual members are our most important asset and as such must be treated with respect, dignity, and fairness
- Financial responsibility must be maintained
- Future leadership must be encouraged and developed
- Creativity and innovation are needed to thrive
- Service to members is the highest priority
- Teamwork is essential to serve our members
- Excellence is our standard

III. CHAPTER ORGANIZATIONAL STRUCTURE

The Florida Chapter is organized in a Director/Committee fashion. Our Board is comprised of 5 Chapter officers, President, Immediate Past President, President-Elect, Secretary, and Treasurer and 8 Directors of which there are 5 Functional Directors and 3 Regional Directors.

Beginning with the 2014-2015 chapter year, Regional Directors will be established for three geographic areas of the State: North, Central and South, and they will be responsible for promoting HFMA membership and participation in statewide and local educational events in their respective geographic areas.

Functional Directors oversee the operation of committees in five general groups: Education, Chapter Administration, Member Services, Chapter Policy and Finance, and Interactive Learning (Provider Forums).

Our communications protocol is for committee chairs to report to their assigned Directors, who bring those reports to the Board. Board Members' reports may be printed in the Chapter communications to members. By organizing the committees into groups with shared themes, it is expected that the coordination of committee activities under each Director will be readily accomplished. An organizational chart is published for all chapter leaders on an annual basis.

IV. THE PLANNING PROCESS

This Edition of the Florida Chapter Strategic Plan for Education, Service, Quality, and Sustainability was revamped this year and utilized a SWOT assessment that was facilitated by a member of the Chapter Advancement Team (CAT) during the 2013-2014 Chapter year. This process involved a Strategic Planning Steering Committee comprised of chapter leaders who presented and moderated discussions at the in-person strategic planning retreat held just after the 2013 Fall Institute. The in-person strategic planning retreat was comprised of members from the 2013-2014 and 2014-2015 Chapter Leadership teams with the 2013-14 Chapter President-Elect serving as the Committee Chair.

The objectives of the strategic planning process are as follows:

- Create a common vision for the future
- Update the Chapter mission and purpose
- Identify current and future stakeholders
- Anticipate future trends and challenges
- Develop long-term plans for activities to meet individual and Chapter needs

The Strategic Plan is developed to take into consideration current external and internal environmental factors and anticipated trends in this ever-changing industry. The combined experience, industry knowledge, and employment diversity of the Strategic Planning Committee members are a defining strength in this planning process.

This Plan summarizes key Chapter strategies that will be translated into specific goals and tasks at the Director and Committee levels for implementation.

V. ASSESSMENT PHASE

The following factors have been identified as key external factors that may influence chapter performance:

- Health of the general economy and of the provider community (affecting ability or willingness to pay program registration and/or membership fees)
- Competitive efforts by other health care professional organizations
- Reductions in state and federal provider reimbursement (limiting providers' ability or willingness to pay membership dues)
- Need for additional training and education of healthcare financial managers to maintain effectiveness in the face of growing challenges
- Perception and reality of Florida Chapter's value proposition (right program, right timing, right venue, at right cost) by members and members' sponsors (employers)
- Competing commitments for provider member's time (personal, job-related and professional, including other professional organizations, and competing programming)
- Venues (Florida is a tourist destination state that hosts many competing programs in attractive venues; Chapter members may prefer to attend programs outside the state for a change of venue)

- Mergers and Consolidations that are occurring in our industry are bringing reduction of jobs in financial areas which is impacting provider participation.
- The CHFP exam is costly and therefore promotion of the reimbursement scholarship is critical
- The time required to study for the exam is substantial so the benefits for becoming certified must be emphasized

Internal Factors

The SWOT analysis was completed by all strategic planning participants by sending anonymous surveys to the CAT facilitator. The survey consisted of identifying the top 3 strengths, weaknesses, opportunities, and threats. The most significant consists of the following:

SWOT	
Strengths	<p>Leadership commitment & dedication to the chapter, no one can top the spirit and camaraderie of the team.</p> <p>Education is high quality, meaningful and available.</p> <p>Structure and organization</p> <p>Membership numbers are strong</p> <p>Focused team</p> <p>Great vendor partners.</p>
Weaknesses	<p>Not a well defined strategy for increasing provider participation</p> <p>Geography – size of the state</p> <p>Lack of formal succession plan.</p> <p>Education is recycling the same speakers.</p> <p>Members do not attend education sessions.</p> <p>Enhanced CFO tracks to attract senior financial leaders</p> <p>Mentality of ‘this is how it has always been done’</p> <p>Difficulty recruiting and keeping volunteers</p> <p>With growth, difficult to maintain effective relationships and engage members</p> <p>Specific set of written roles and responsibilities</p> <p>Processes are not hard-wired, thus do not transfer each year.</p> <p>Committee member depth</p>
Opportunities	<p>Increase provider participation at meetings</p> <p>Partner with others for education</p> <p>Grow membership through support from hospital executives</p> <p>Leadership development/succession planning</p> <p>Follow up and follow through on strategic planning initiatives</p> <p>Continue updating policy and procedure manual</p> <p>Create committee responsibility outline/timeline of activities.</p> <p>Mentor program for new members</p> <p>Bring young healthcare leaders into organization</p> <p>Pair education events with sporting/recreational events and family activities</p> <p>Smaller regions create more leadership opportunities and would encourage member engagement from neglected regions</p>

Threats	Provider funding for external education Rapidly changing healthcare environment Economy/time/expenses becoming a burden Succession planning for board members Self-serving members with hidden agendas assuming leadership roles Burn-out of members and leadership Maintenance of high sponsorship level to help offset cost of meetings and offering scholarships Sponsors/vendors not happy with ROI Provider participation Consolidations and mergers
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VI. CHAPTER STRATEGIC GOALS AND OBJECTIVES

The Chapter has established strategic goals and objectives that encompass the operational priorities necessary for the Chapter to accomplish its mission of service to members. They form the framework for the Chapter to structure both its short-term and long-term plans.

Goal #1 Deliver High Quality, Affordable, and Accessible Education Targeted to Increase Provider Participation

Goal #2: Pursue future members and retain current members through encouraging active participation and promoting chapter activities

Goal #3: Promote Future Chapter Leadership Development and Succession Planning while achieving transparency

Goal #4: Increase the Emphasis on Certification and Develop a Training Program to Promote Certification

Goal #5: Increase and Reinvest Financial Resources to Enhance Member Services

Goal #1: Deliver High Quality, Affordable, and Accessible Education Targeted to Increase Provider Participation

The Chapter will present high-quality programs timely to our membership, emphasizing those areas in which our members indicate a special interest. The chapter will use a multi-faceted approach by continually soliciting member feedback, expanding our regional education opportunities, and promoting member participation in provider forums.

Relationship to Mission

- Constitutes a key component of our forum for the communication of ideas and innovations as well as providing opportunity for individual member growth and knowledge in various areas of interest
- Provides opportunity for individual member growth and knowledge in various areas of interest.
- Takes advantage of greater depth and breadth of provider experience to enhance the HFMA experience for all members
- Improves feedback and sets an example for members and potential members who may not have firsthand experience with HFMA resources at their disposal
- Encourages the support of HFMA provided by members and entities in health care service industries that value networking and exposure to health care financial managers and executives at all levels of “provider” organizations.

Current Position

We estimate completing the 2013-2014 year at 19.9 Chapter education hours per member.

Currently, approximately 55% of the Chapter’s 1,491 (June 2012 figures) members are providers. Provider participation at live education events continues to be a challenge at only 40%.

3-Year Goal

- FY 2014-15 increase Chapter per member hours at 20.0 hours
- FY 2015-16 increase Chapter per member hours to 20.1 hours
- FY 2016-17 increase Chapter per member hours at 20.2 hours

Increase provider participation in educational hours (live attendance) to an amount equal to their representation in the Chapter affiliation roster over a period of the next 3 years.

- FY 2014-15 – Increase provider participation to 45%
- FY 2015-16 – Increase provider participation at 50%
- FY 2016-17 – Increase provider participation to 55%

How this Goal will be accomplished:

Objectives	Strategies	Responsible
Provide innovative	Utilize National resources	Director of Education /

<p>educational programs that bring value to our members</p>	<p>such as speakers available from National Sponsors and LTC Sponsors.</p> <p>Develop other annual FASB accounting updates and basic accounting educational sessions that meet CPA credentialing requirements and new accounting staff needs for continuing education that target staff and reimbursement accountants</p> <p>Solicit member feedback continuously to determine changing educational needs, interests, and hot topics; share results with programming decision-makers</p>	<p>Program Chair</p> <p>Director of Education / Program Chair</p> <p>Curriculum Committee</p>
<p>Create Provider Specific Forums to meet the educational and networking needs of providers</p>	<p>Develop the electronic interfaces needed to facilitate the Provider Forums</p> <p>Develop a forum that will focus on core financial and business functions such as: identifying the needs of the Healthcare Senior leadership such CFO'S and Chief Accountants and the functional areas to include: Business Office staff; general accounting; reimbursement and related medical record areas</p> <p>Host a detailed and/or technical workshop-type programming specific to the education needs of the members of the Provider Forums.</p>	<p>Director Education / Interactive Learning</p>
<p>Establish a resource library of available speakers that</p>	<p>Recruit providers as subject experts to present "peer to</p>	<p>Curriculum Committee</p>

<p>includes Provider-Vendor presentations, such as case model studies.</p>	<p>peer” educational programs or author/co-author articles, such as case studies; require non-provider presenters to involve providers in their presentations</p>	
<p>Improve marketing and more timely/consistent communication of educational programs</p> <p>Improve communications to provider members to highlight upcoming chapter events and volunteer opportunities</p>	<p>Implement a meeting theme for statewide meetings</p> <p>Send email reminders to members prior to each HFMA sponsored event</p>	<p>Director of Education / Program Chair</p> <p>Communications Committee</p>
<p>Expand local educational programming by creating a Regional Education Network.</p>	<p>Increase the number of local/regional meetings at healthcare provider locations.</p> <p>Create customized Educational Programs: Reach out to CFO’s, Controllers, Reimbursement Directors to “customize educational programs” they feel would be beneficial to their staff and organizations.</p>	<p>Regional Education Committees</p> <p>Regional Directors</p>
<p>Select educational event topics of interest to members that don’t compete with other organizations’ programming</p>	<p>Plan Chapter educational calendars to limit conflicts with other professional organizations</p> <p>Develop target education / boot camp style education to address common functional areas. Rotate road show sessions around the state.</p> <p>Annual review of education conferences – statewide and regional events– to determine best venues and optimal schedule</p> <p>Expand the use of Joint</p>	<p>Director of Education / Program Chair</p> <p>Director of Education / Program Chair</p> <p>Director of Education / Program Chair</p> <p>Strategic Alliance Committee</p>

	Ventures: Working with other professional associations such as FHA, FICPA, HIMSS, AAHAM, ACHE, computer companies, consulting entities and other vendors who develop “user group” meetings sponsored by the Florida HFMA Chapter.	
Recruit members from provider organizations which do not have HFMA members	Identify all major health care provider organizations that do not have an HFMA member and have chapter leaders personally recruit the senior financial manager/executive to attend an upcoming HFMA regional or statewide event as Chapter’s guest.	Membership Committee to provide list to Board Members who will extend the invitation.
<p>Create incentives for providers to attend Chapter events by developing tiered pricing so provider members can bring a non-member from his/her organization at a reduced rate.</p> <p>Offer one day special rates for statewide meetings to providers at hospitals in the area.</p>	<p>Offer provider members registration discounts and other incentives to attend Chapter events (e.g. drawings for provider attendees only, first timer discounts or guest passes);</p> <p>Offer provider organizations incentives to support HFMA (e.g. free or discounted registrations or hotel accommodations based on the organization’s year to date educational commitment (attendance) at Chapter events or Founder’s points earned by employees</p> <p>Board Members are required to contact 10 providers to solicit conference attendance for each of the two annual meetings</p>	<p>Director of Education / Program Chair</p> <p>Volunteer Outreach</p>
Monitor and encourage the sponsor's use of complimentary registration for providers	Offer sponsors the opportunity to bring providers to a meeting at no charge as part of Corporate Sponsorship	Sponsorship Chair

	program.	
Continually monitor effectiveness of educational events by soliciting feedback	Use electronic post-conference surveys to measure program success and incorporate member feedback into future planning.	Director of Education / Program Chair

Goal #2: Pursue future members and retain current members through encouraging active participation and promoting chapter activities.

The Chapter will make every effort to continue the positive membership growth rate and retention by effectively communicating membership benefits.

Relationship to Mission:

- Extends the depth and breadth of member interaction and the volume of knowledge and experience resident in the Chapter membership
- Increases the size of the participating network of provider members

Current Position

- 1,568 Chapter members and approximately 86.6% member retention rate as of April 2014.
- 130 chapter volunteers as of May 2014, 8.2% of the total membership

3-Year Goal

- FY 2014-15 increase Chapter membership to 1,607 and membership retention rate at 87.6%.
- FY 2015-16 increase Chapter membership to 1,647 and membership retention to 88.6%.
- FY 2016-17 increase Chapter membership to 1,688 and membership retention to 89.6%.

Increase participation in service to the chapter (HFMA chapter leader) to at least 5% of the total membership and reporting a minimum of 150 Founders points on behalf of our members.

- FY 2014-15 – Increase volunteer participation to 9.2% of the total membership and reporting 200 Founders points
- FY 2015-16 – Increase volunteer participation to 10.2% of the total membership and reporting 250 Founders points
- FY 2016-17 – Increase volunteer participation to 11.2% of the total membership and reporting 300 Founders points

How this Goal will be accomplished:

Objectives	Strategies	Responsible
Clearly communicate membership benefits	Initiate contact with new members immediately upon receiving notification of their enrollment that includes a chapter information form to sign-up to volunteer and free admission to next Regional event. Conduct a formal reception	Chapter President Member Engagement

	<p>for new members at each of the annual chapter meetings</p> <p>Encourage Corporate Sponsors to become Florida members</p> <p>Distribute list of non-renewed members to the FL Chapter Board for personal, one-on-one follow up to encourage former members to reinstate</p> <p>Conduct membership drives at all Education events – Statewide and Regional</p> <p>Consistent acknowledgement of membership achievements</p>	<p>Sponsorship Committee</p> <p>Membership Committee</p> <p>Membership Committee</p> <p>All Board Members</p>
Be proactive in involving members in Chapter leadership and projects	Encourage committee chairs to recruit at least one new member for their committees	All Board Members
Promote volunteerism for the Chapter	Focus on ways to better communicate and follow up with members who have expressed an interest in volunteering	Volunteer Outreach Committee
Have providers lead more educational programs and write more articles for publishing	Solicit providers to provide the <i>Sunspots</i> Editor with hot topics. Provide a suggestion sheet at each chapter and regional meeting. Education Chair and Regional Directors could summarize the suggestions and forward to Editor via email.	Newsletter
Develop a marketing plan explaining the ROI of HFMA involvement for Senior Level Executives	<p>Create a ROI template to use in marketing for provider participation</p> <p>Increase the use of Executive Level Programs such as the CFO Council Meeting</p>	<p>Public Relations / Marketing Committee</p> <p>Senior Financial Executives Forum</p>

<p>Encourage new member recruitment, especially focusing on Senior Financial Executives</p>	<p>Establish a membership retention and recruitment project to encourage membership growth</p> <p>Conduct membership drives with reduced conference registrations or reduced member prices for a second member that joins</p> <p>Seek National HFMA assistance with membership recruiting efforts</p> <p>Identify healthcare systems and providers that do not have a single HFMA member or a low count of HFMA members as membership recruitment targets</p> <p>Conduct an annual raffle (e.g. Win an iPod!) when the dropped members list is released (around July) to encourage membership reinstatement</p> <p>College Chapters: Develop a plan to establish college chapters that will attract college students as members</p> <p>Offer free membership to those who are certified</p>	<p>Membership</p> <p>Membership</p> <p>Membership</p> <p>Membership</p> <p>Membership</p> <p>University Relations</p> <p>Certification</p>
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Goal #3: Promote Future Chapter Leadership Development and Succession Planning while achieving transparency.

The Chapter will strive to provide opportunities for members by promoting professional and personal growth through mentoring, volunteerism, and networking with other peers. Emphasis will be placed on recruiting more Provider volunteers for future leadership positions. A well defined succession plan will further motivate current and future Chapter Leaders to grow within the Association.

Relationship to Mission:

- Extends the depth and breadth of member interaction and the volume of knowledge and experience resident in the Chapter membership
- Provides opportunity for individual member growth and knowledge of leadership skills
- Provides human resources for undertaking Chapter activities
- Establishes a base for succession planning of future Chapter leadership

Current Position:

With about 1,568 members, the Florida Chapter is one of the largest in HFMA. Over the last two years, new leadership roles have been established affording new opportunities to current Chapter leadership members and non-leadership members. The chapter has made great improvements to establish a succession policy. Further development is needed to implement the policy and communicate it to the membership.

Three-Year Goals:

- 2014-2015 – Communicate the Goals and Objectives of each chapter leader through publishing the Chapter Policy Manual including a organizational chart, conducting a leadership training conference, and a board orientation
- 2015-2016 – Conduct a mentoring program led by past presidents and tenured chapter leaders. Implement succession plan policy and institute a 2 year grandfather period. Create a multi-year plan for officer rotation to the role of Chapter President.
- 2016-2017 – Create an annual evaluation process for current Chapter Leaders to provide 360 feedback to all Chapter Leaders. Incorporate an evaluation process into board members and committee chair selections.

Increase provider participation in service to the chapter (HFMA chapter leader) to an amount equal to their representation in the Chapter affiliation roster.

- FY 2014-15 – Increase provider participation to 60%
- FY 2015-16 – Increase provider participation at 61%
- FY 2016-17 – Increase provider participation to 62%

How this Goal will be accomplished:

Objectives	Strategies	Responsible
<p>Publish a Chapter succession plan for leadership</p>	<p>Invite volunteers to board meetings.</p> <p>Publish information about leadership roles and initiatives in Sunspots</p> <p>Create an organizational flowchart</p>	<p>Chapter President</p> <p>Newsletter</p>
<p>Provide more opportunities for individual members to act in leadership roles</p>	<p>Recruit more members with “front line” roles at providers (e.g. reimbursement and budget analysts) to provide them with leadership opportunities within FL HFMA</p>	<p>Board Members</p>
<p>Clearly communicate Committee responsibilities, expectations and timelines</p>	<p>Develop specific Committee duties, timelines, and reporting requirements</p> <p>Create committee charters with detailed job descriptions</p>	<p>2013-2014 President-elect</p> <p>2014-2015 Committee Chairs</p>
<p>Provide sufficient ongoing support to Committees to aid in accomplishing their goals</p>	<p>Establish regular follow-up with Committee chairs reporting activities to the Board</p> <p>Survey all new recruits to assess their attributes and interests to optimize their effectiveness and leadership development in the chapter</p> <p>Offer training and mentoring to individuals that are not imparting their knowledge because of their lack of effective communication / presentation skills</p> <p>Require each chair to have a co-chair</p>	<p>Secretary</p> <p>2014-2015 President-elect</p> <p>Immediate Past President</p> <p>Chapter President</p>

<p>Develop a volunteer recognition program to show appreciation to member and member organizations.</p>		<p>Volunteer Outreach</p>
<p>Recruit providers to Chapter leadership roles and projects</p> <p>Chapter committee chairs will make presentations about their committees at statewide meetings to increase provider participation</p>	<p>Recruit members (especially new members) to serve on all chapter committees</p> <p>Have regional directors or Chapter board members present recognition awards (plaques or certificates) at provider member's organization and use those occasions to promote HFMA to members and recruit potential members (benefits of membership, upcoming events, fees, applications, etc.)</p> <p>Structure each active committee for 60% provider members and recruit committee members to fill vacancies accordingly.</p>	<p>Chapter President and President-elect</p> <p>All Board Members</p> <p>All Board Members</p>
<p>Educate members on the benefits of participation, certification and leadership</p>	<p>Promote HFMA's Certification Program through presentations at regional education meetings - the certification committee will present certification topics in each region</p> <p>Provide opportunities to sit for exams at same site as certification coaching courses</p> <p>Share HFMA leadership webinar series with all chairs, co-chairs and committee members</p>	<p>Certification Chair</p> <p>Certification Chair</p> <p>Chapter President</p>
<p>Develop a formal mentoring program to enhance the chapter leadership experience.</p>	<p>Active Past Presidents of the Chapter will continue to serve as mentors to future chapter leaders.</p>	<p>Immediate Past President</p>

Goal #4: Increasing the Emphasis on Certification and Developing a Training Program to Promote Certification

The Chapter will commit to the professional development of its members by providing a formal training program to promote and assist members with becoming certified.

Relationship to Mission

Promotes excellence and professionalism in the area of Health Care Financial Management. The Chapter will commit to the professional development of its members by providing a formal training program to promote and assist members with becoming certified.

Current Position

As one of the largest chapters in the Country, our certification rate is statistically low compared to the national average. As of April 2014, the chapter's percentage of certified members is 8.0% (125 members) compared to the national average of 8.3%.

3 - Year Goal

- 2014-2015 10 new certified members
- 2015-2016 10 new certified members
- 2016-2017 10 new certified members

How this Goal will be accomplished:

Objectives	Strategies	Responsible
Develop a marketing plan to promote certification including the benefits to becoming certified	Interview certified members for Sunspots Highlights	Newsletter Chair
	Use social media outlets to advertise certification	Communications Chair
Promote certification as part of the leadership development plan	Promote certification on website and in Sunspots	Webmaster and Newsletter Chair
	Create study forums and test coaching sessions	Certification Chair
	Encourage board members and committee chairs to become certified	Chapter President

Create incentives and benefits in chapter activities for certified members	Recognize certified members by giving them VIP treatment at events, such as discounts to conferences and special breakfast or lunch networking events	Certification Chair
	Add points to conference scholarship applications for certified members	Scholarship Chair
	Continue to offer certification scholarships to reimburse members that pass the exam	Certification Chair

Goal #5: Increase and Reinvest Financial Resources to Enhance Member Services

The Chapter will exercise stewardship of its assets for the benefit of all members, undertaking activities that will reinvest chapter resources that will enhance our member education and professional development activities. Emphasis will also be placed on keeping existing sponsors engaged and on recruiting new sponsors to assist with funding chapter activities.

Relationship to Mission:

- Provides necessary resources to support educational and networking efforts.

Current Position

The Florida Chapter is financially sound and has invested heavily in Chapter education for its members.

3-Year Goal

Over the next three years, the Florida Chapter seeks to remain financially sound in a still very unsettled economy. The primary use of funds will continue to be to provide outstanding education and networking opportunities for our members. A moderate increase in sponsorship revenue each year will help sustain our ability to achieve this goal.

How this Goal will be accomplished:

Objectives	Strategies	Responsible
Careful stewardship of Chapter assets.	Conduct financial reviews to financial statements at all chapter board meetings.	Treasurer
Increase Corporate Sponsorship revenues.	Identify additional opportunities to promote the benefits of Corporate Sponsorship. (ie: Corporate Sponsor Exhibit opportunities implemented at both statewide conferences as well as Regional Events)	Sponsorship Chair
	Create a welcome brochure for providers to give to their vendor partners to encourage participation in the Florida Chapter corporate sponsorship program.	Sponsorship Chair

Prepare an annual budget supported by accurate and detailed information.	Conduct annual financial review of financial statements to use for annual budget process	Treasurer
Increase participation in the Corporate Sponsorship program.	<p>Increase provider member participation and attendance to promote additional vendor support</p> <p>Expand the base of financial supporters beyond healthcare vendors to include those providing general services, such as Sprint, Bank of America, etc.</p> <p>Obtain testimonials from sponsors to promote the corporate sponsorship program</p> <p>Survey the sponsors regularly on ways to improve the program</p> <p>Create forum luncheons or breakfasts at conferences with corporate sponsors</p> <p>Improve recognition for long term corporate sponsors – ribbons, signs</p> <p>Create scholarship opportunities in the name of the corporate sponsors</p> <p>Involve sponsors on committees</p>	<p>Director of Education / Program Chair</p> <p>Sponsorship Chair</p> <p>Sponsorship Chair</p> <p>Sponsorship Chair</p> <p>Forum Chairs</p> <p>Sponsorship Chair</p> <p>Scholarship Chair</p> <p>Volunteer Outreach</p>
Reevaluate investment options-Long-Term investment program.	Manage cash flows and develop investment strategy	Treasurer
Establish an advertising committee to generate additional revenues.	Active solicitation for ad sales by the advertising committee	Director of Policy / Finance

	Financial Assistance: Offer assistance to displaced HFMA members through discounted or waived educational fees	Director of Policy / Finance
	Scholarship Funds: Consistently inform membership of the existence of scholarship funds and the application process. Establish criteria for selection.	Scholarship Committee

IV. COMMUNICATION AND ACTION PLAN

The President-Elect will contact the Strategic Planning Committee members for direct input into the planning document. This plan will be distributed to Board members, and Functional Directors who will discuss Chapter goals and objectives with committee members. The strategic planning document will be published in full on the Chapter’s website, and made available to all members.

This planning document has been developed with input from all committee members. The strategic plan will be reviewed in final draft format at the Leadership Training Conference by Chapter attendees. The final version of the plan will be published approximately two weeks afterwards.

Appendix A - Definitions

“Chapter Leaders” are Florida chapter members who serve in a leadership capacity as officers, board members, committee chairs, committee co-chairs, and past presidents. These individuals give their time and talents to the Florida chapter through volunteering and operating the Florida chapter according to the bylaws and policies.

“Providers” are health care including hospitals and health systems, ambulatory care clinics, home health agencies, physician practices and practice management companies, skilled nursing, rehabilitation or other sub-acute service organizations, other providers (e.g. imaging centers, laboratories, surgery centers, etc.)

“Other Members” are those engaged in support services to providers, including payer entities: HMOs, health plans or health insurance companies, fiscal intermediaries or carriers. GPO or purchasing alliances, third party administrators, accounting firms, collection and accounts receivable recovery firms, consultants, law firms, financial service firms, professional or trade associations, publishers, educational institutions or other entities that contract with providers for products, equipment or services.

“Participation” is documented education/event attendance, and time spent in service to the Chapter which is eligible (and submitted) for Founder’s points, tracked using separate metrics for “Chapter events” and “other service to HFMA” (at chapter or national level).

“Activities” are (1) Chapter-sponsored educational and networking events, and (2) member involvement in all HFMA volunteer roles such as leadership, event planning, committees, presentations, publishing, etc. (any activities of the type that would earn Founder’s points). Only Chapter sponsored educational/networking events (including Dixie) will count as educational activity; however a Chapter affiliate’s services to HFMA National will count toward member involvement goals.

Appendix B – Organizational Chart

Board Position	Committees	
President	Nominating Executive	Yerger LINK
President-elect	Strategic Planning Volunteer Outreach	Mini-LTC Installation Banquet
Secretary	DCMS Founders	Bylaw Compliance
Treasurer	Financial Review	Registration
Immediate Past President	Past Presidents Council	
Director of Education / Program Chair	Curriculum Onsite Logistics	Strategic Alliance
Director of Policy / Finance	Sponsorship Scholarship	Policy
Director of Member Services	Membership Member Engagement	University Relations Certification
Director of Administration	Communications Website	Newsletter History
Regional Director – North	Regional Education – Destin Regional Education – Gainesville Regional Education – Jacksonville	
Regional Director – Central	Regional Education – Tampa Regional Education – Orlando Regional Education – Cape Canaveral	
Regional Director – South	Regional Education – Naples Regional Education – Palm Beach Regional Education – Miami	
Director of Education / Interactive Learning	Senior Executive Forum Reimbursement Forum Webinars	Revenue Cycle Forum Technology Forum Legislative Forum

Appendix C – Regional Education Network

During chapter year 2014-2015, the Regional Education board positions were reorganized from 4 positions to 3 positions and sub-committees were created to increase the number of short one day education sessions across the state and bring education closer to home. Below is a summary of the geographic areas.

NORTH REGION	COUNTIES COVERED
DESTIN	Bay Calhoun Escambia Franklin Gulf Holmes Jackson Liberty Okaloosa Santa Rosa Walton Washington
JACKSONVILLE	Baker Clay Duval Flagler Nassau Putnam St Johns
GAINESVILLE	Alachua Bradford Columbia Dixie Gadsden Gilchrist Hamilton Jefferson Lafayette Leon Levy Madison Suwannee Taylor Union Wakulla

CENTRAL REGION	COUNTIES COVERED
CAPE CANAVERAL	Brevard Indian River Okeechobee St Lucie Volusia
ORLANDO	Hardee Highlands Lake Marion Orange Osceola Polk Seminole Sumter
TAMPA	Citrus DeSoto Hernando Hillsborough Manatee Pasco Pinellas Sarasota

SOUTH REGION	COUNTIES COVERED
NAPLES	Charlotte Collier Glades Hendry Lee
PALM BEACH	Martin Palm Beach
MIAMI	Broward Miami-Dade Monroe