

# Healthcare Financial Management Association

## HFMA Chapter Survey (FY14)

January 2014



**Sample Size:** 1047  
**Responses Received:** 132  
**Response Rate:** 13%

**FY14 Overall High Satisfaction:** 65%  
**FY14 Overall Balanced Scorecard Target:** 60% or 5% Improvement over FY13

**FY13 Overall High Satisfaction:** 62%  
**Favorable/Unfavorable FY13 to FY14:** 3%

**FY14 High Satisfaction is composed of:** 29% **Extremely Satisfied**  
36% **Very Satisfied**

Online survey conducted by HFMA on behalf of the chapter.

Sample is composed of regular chapter members not listed as chapter officers or directors that have been HFMA members since at least May 31, 2013.

### Survey Timeline:

First email request with link to online survey sent on October 29, 2013.

Second email with link to survey sent to non-respondents on November 7, 2013.

Final request to complete survey sent to non-respondents on November 12, 2013.

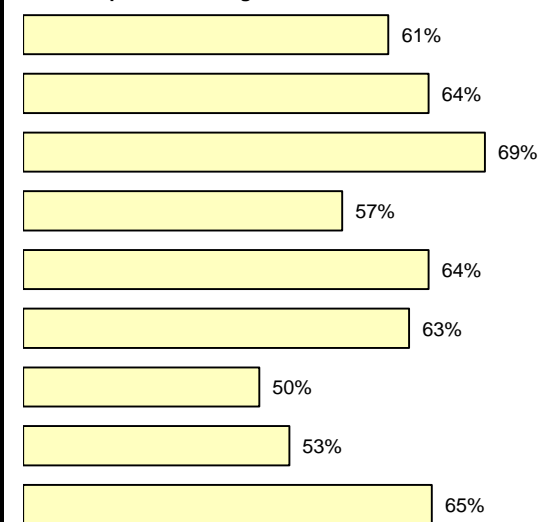
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**Your Members' Satisfaction Ratings**

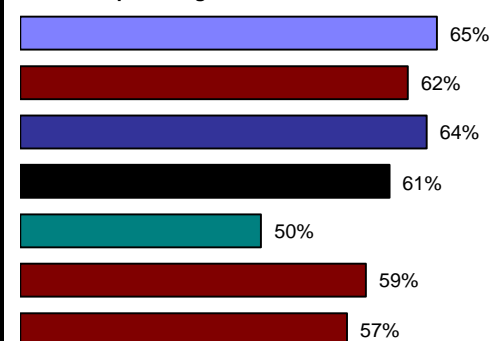
Response Scale: Low = Dissatisfied & Neutral; Middle = Satisfied; High = Very Satisfied & Extremely Satisfied

Table A: Satisfaction with chapter services How satisfied are you with the following services offered?	Massachusetts-Rhode Island Chapter				All Chapters
	FY14			FY13	FY14
	Low	Middle	High	High	High
The chapter educational programs overall	8%	31%	61%	68%	66%
The educational topics addressed at chapter programs	9%	27%	64%	69%	66%
The speakers at chapter programs	10%	21%	69%	66%	69%
The location of chapter programs	14%	29%	57%	50%	60%
The chapter's coverage of state and regional issues	9%	27%	64%	62%	67%
Chapter newsletter	10%	27%	63%	59%	66%
Chapter networking opportunities	20%	30%	50%	50%	62%
Chapter website	14%	33%	53%	54%	60%
HFMA chapter overall	8%	27%	65%	62%	69%

Your Chapter's FY14 High Satisfaction



Your Chapter's High Satisfaction Trend



Massachusetts-Rhode Island Chapter - Overall High Satisfaction Trend	FY14	65%
	FY13	62%
	FY12	64%
	FY11	61%
	FY10	50%
	FY08	59%
	FY06	57%

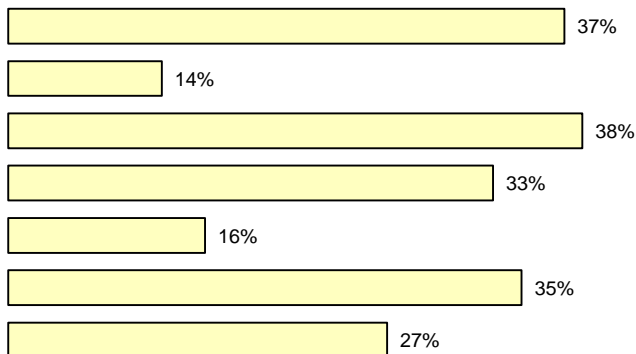
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**Services Your Members Would Most Like to Improve**

**Table B1: Improving your chapter**

Combination of the top two services to improve your HFMA chapter	Massachusetts-Rhode Island Chapter		All Chapters
	FY14	FY13	FY14
The educational topics addressed at chapter programs	37%	36%	46%
The speakers at chapter programs	14%	28%	23%
The location of chapter programs	38%	28%	35%
The chapter's coverage of state and regional issues	33%	30%	31%
Chapter newsletter	16%	17%	14%
Chapter networking opportunities	35%	36%	30%
Chapter website	27%	25%	22%

Your Chapter's FY13 Percentage



The percentages in Table B1 will add to 200% because the results of the two questions in Table B2 are added together.

**Table B2: Improving your chapter**

	If you could select one service to improve in your HFMA chapter, which would it be?			If you could select one more service to improve in your HFMA chapter, which would it be?		
	Massachusetts-Rhode Island Chapter		All Chapters	Massachusetts-Rhode Island Chapter		All Chapters
	FY14	FY13	FY14	FY14	FY13	FY14
The educational topics addressed at chapter programs	16%	14%	26%	21%	22%	21%
The speakers at chapter programs	7%	13%	9%	7%	15%	13%
The location of chapter programs	20%	21%	21%	18%	7%	14%
The chapter's coverage of state and regional issues	19%	15%	13%	14%	15%	18%
Chapter newsletter	6%	5%	5%	10%	12%	9%
Chapter networking opportunities	18%	23%	16%	17%	12%	14%
Chapter website	14%	9%	11%	13%	16%	11%

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**Topics of Interest to Your Members**

Response Scale: Low = No Interest & A Little Interest; Middle = Some Interest; High = A Lot of Interest & Extreme Interest

Please indicate your level of interest in seeing your HFMA chapter address these program topics in the upcoming year.	Massachusetts-Rhode Island Chapter			Your Chapter's High Interest
	FY14			
	Low	Middle	High	
Trends and outlook for local healthcare industry	5%	14%	<b>82%</b>	82%
Fiscal Intermediary/Medicare Administrative Contractor Reimbursement Update	24%	33%	<b>43%</b>	43%
Trends in commercial payment	12%	31%	<b>57%</b>	57%
Alignment strategies among healthcare providers	7%	26%	<b>67%</b>	67%
Data analytics and business intelligence	10%	30%	<b>60%</b>	60%
Strategic planning, business plans, and service line planning	12%	31%	<b>57%</b>	57%
State legislative and regulatory update	7%	27%	<b>66%</b>	66%
State Medicaid program	12%	40%	<b>48%</b>	48%
Local payors and employers response to healthcare reform	10%	25%	<b>65%</b>	65%
Payor and provider collaboration	8%	25%	<b>67%</b>	67%
Impact of insurance exchanges	10%	28%	<b>63%</b>	63%

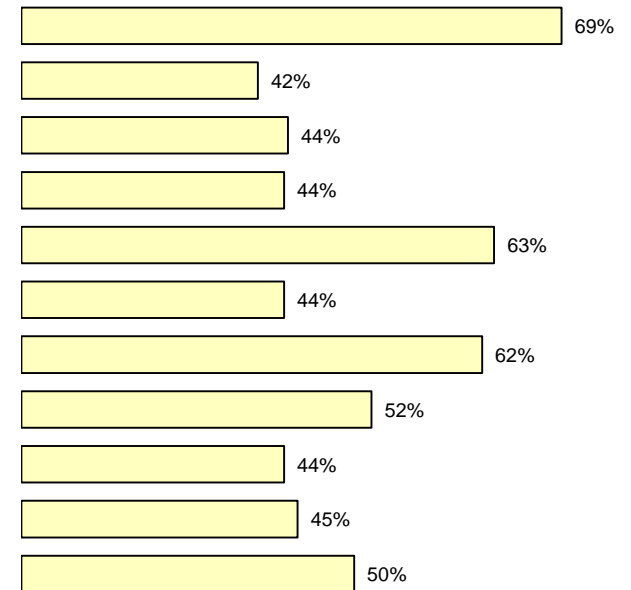
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**Topics of Interest to Your Members (continued)**

Response Scale: Low = No Interest & A Little Interest; Middle = Some Interest; High = A Lot of Interest & Extreme Interest

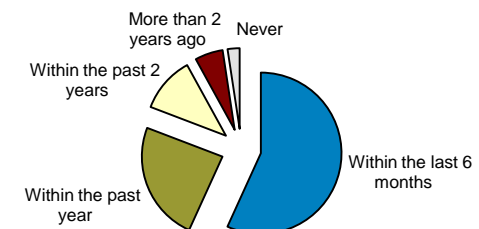
Table D: Local perspective on topics of national interest  Please indicate your level of interest in seeing your HFMA chapter address these program topics in the upcoming year.	Massachusetts-Rhode Island Chapter		
	FY14		
	Low	Middle	High
Bundled payment reimbursement methodologies	9%	22%	<b>69%</b>
Accounting and financial reporting	24%	34%	<b>42%</b>
Improving cash collection processes	31%	25%	<b>44%</b>
Denial prevention and management	30%	26%	<b>44%</b>
Changes in Medicare reimbursement policies	10%	26%	<b>63%</b>
Compliance with Medicare regulations	23%	33%	<b>44%</b>
New technologies in finance, revenue cycle, and clinical-financial integration	15%	23%	<b>62%</b>
Managing productivity and costs	18%	30%	<b>52%</b>
Leadership skills	18%	38%	<b>44%</b>
Implementing the conversion to the ICD-10 standard	21%	34%	<b>45%</b>
Strategies for collaborating with clinical areas	15%	34%	<b>50%</b>

Your Chapter's High Interest



**Data about Survey Respondents**

Table E: Attending an education event	Massachusetts-Rhode Island Chapter
When was the last time that you attended a chapter event?	FY14
Within the last 6 months	<b>57%</b>
Within the past year	<b>24%</b>
Within the past 2 years	<b>11%</b>
More than 2 years ago	<b>6%</b>
Never	<b>2%</b>



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**If you have rated your chapter as less than extremely satisfied, please tell us how we can improve. Please suggest better locations if location is an issue for you.**

Time since last attended an educational event	Zip Code first three digits	Comment
< 6 months	010	The meetings have been great for the national issues but a little light on Massachusetts issues. It seems like MHA has taken over that role, as they should, but it would be good to include presenters from the state and MHA more often.
< 6 months	011	Living in Western Mass, I prefer meetings to be in Westborough or Framingham right off the highway. I specifically do not attend the meeting in Foxboro as it takes over 2 hours for me to get there.
< 6 months	015	I find the website very "busy" and sometimes difficult to find what I may be looking for. Perhaps an expanded menu type directory, similar to what is at the bottom in very small print, could be added, maybe on the side, in larger print?
< 6 months	015	The website needs some revamping to make it more robust and contain more current items along with links to other relevant and current issues.
< 6 months	017	I am the controller of a multispecialty physician group. I would like to see more information related to physicians.
< 6 months	018	More on Network and Contracting would very useful.
< 6 months	018	The chapter newsletter seems like a waste of money. All of the information that is usually in there is e-mailed. And we get plenty of e-mails form HFMA.
< 6 months	020	the newsletter tends to be topics well addressed elsewhere before the newsletter is published / re the website: I don't actually get on it - I'll need to make an effort to join in.
< 6 months	020	Website contacts are often out of date making contact difficult. Often hard to decipher between National/Chapter sites effectively.
< 6 months	021	I like the fact you do the Boston Wine Dinner as well as have the CFO event (Nov.) in Boston--makes it easier for us located in Boston
< 6 months	021	There is a fair amount of overlap in the topics of several of the conferences.
< 6 months	022	I am very satisfied with the Chapter overall. I tend not to use "extremely satisfied" unless there was an issue that was just off the charts, so a "very satisfied" review is very good from me.
< 6 months	022	Unfortunately, opportunity to leave the office and attend sessions has decreased significantly in the past few years. Offering online sessions, even if just recorded versions of the events, are helpful, but one of the main benefits of HFMA is the networking. Perhaps more opportunities to network after work hours would help.
< 6 months	023	Most of the chapter is catered toward finance with little to practice management /Managed Care. I was very happy to see the new certified technical special programs and finally one can go after a certification through HFMA on Managed care or Physician Management (before, I was going to the MGMA website to take courses). Networking- in term of networking new people (brand new to the industry) sometime feels intimidated and reluctant to attend some of our events. We really need to loosen up- by that I mean for people to drop the big titles and mingle it doesn't hurt to say "Hi my name is Joe". Event-please create more events with appropriate date-middle of weekdays is terrible / when one have to work the next day. Location- why the same location???
< 6 months	024	Extremely satisfied, to me, is an extremely high bar reserved for very few experiences. I am very, very satisfied however.

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Time since last attended an educational event	Zip Code first three digits	Comment
< 6 months	024	I am in the managed care industry so many programs are not a good fit. I regularly attend those that are a good fit.
< 6 months	024	I think overall, our chapter is outstanding. As a vendor, I get to visit a number of chapters throughout the northeast and our educational programming, attendance numbers and participation are second to none. The one area I would like to see improved is the area of vendor relations. Based on observations of educational and social events, I would estimate that roughly half of our chapter's membership comes from vendors. Yet there still seems to be a tone of "the vendors should feel lucky to be here" from many of the members. Changing this tone is not something that will happen overnight, but it is something that is relatively easy to change. For example, I believe that the entire Board of Directors should be going booth-to-booth thanking vendors for exhibiting at the January Revenue Cycle Conference. Vendors don't generally expect to be selling very much at these conferences (at least the reasonable ones anyway) but they do want to meet new people. I feel the Board can do a lot to lead the effort here. I know many organizations are currently scaling back on their spending for outside education, which will probably limit membership growth and meeting attendance for our chapter. If vendors feel welcomed and wanted, they will easily make up the financial difference for the chapter through additional sponsorships, both in annual sponsorship and event sponsorship. So not only does increased appreciation for vendors help improve the collaborative tone of the chapter across the board, but it should help the chapter's financial position as well.
< 6 months	024	Less on revenue cycle, more on forward-thinking financial strategy.
< 6 months	024	Prefer Boston as location of programs.
< 6 months	029	Having some events in Providence would be nice.
< 1 year	010	I have been a member for over a year and have yet to receive the HFMA magazine. When we asked about that we were told - oh well.
< 1 year	015	I find the education sessions are not timely enough with current events. I work in the western part of the state, it would be nice if at least some of the session could be more centrally located.
< 1 year	020	I'd appreciate more long term care and RI-related matters. LTC will have heightened importance as the HC continuum becomes a major planning focus in areas such as risk-sharing, bundled payments, ACOs, PCMH. It would be helpful to focus on how LTC providers should position themselves as a valued player in the continuum and how to approach risk contracting.
< 1 year	021	Haven't been able to attend many meetings, except for the Annual Revenue Meeting in January @ Gillette. This is partly due to the location and timing of meetings! As such, I don't feel I can adequately evaluate the Association; however, if I were to evaluate the meeting @ Gillette only, I'd be Extremely Satisfied.
< 1 year	021	I am a new member, and haven't been able to attend more than two meetings, so I rated "satisfied" since I don't have sufficient experience to rate more highly. / / That said, what I hope for, is to find enough opportunities through HFMA to advance my career through educational opportunities, certifications and networking.

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Time since last attended an educational event	Zip Code first three digits	Comment
< 1 year	021	I am from a provider network and not a hospital. HFMA tends to be very hospital focused. I have noticed a shift to overall healthcare issues and providers lately which if appreciate.
< 1 year	024	Time constraints have limited my ability to participate in more programs. That tends to limit my perspective with the on-line and email updates, which are generally very good.
< 1 year	028	Locations in Rhode Island (Warwick)
< 1 year	029	I realize that there is probably a greater membership presence in the Boston area; however, maybe having a few events in RI.
< 2 years	010	Western Mass seems to be neglected -- all events, educational or otherwise, are in or near Boston. Understandable, but hard to get to for other folks.
< 2 years	018	The same educational topics are covered each year. There needs to be a better variety of topics covered. For example, compliance is covered every year, however some may want to hear about cost control, How to survive in mergers, etc. There are many topics that effect Healthcare today that could be covered. Many HFMA members have experience in the various topics that would make great speakers
< 2 years	019	I think you should offer training at 3 to 4 locations. North, West, and South of Boston, and in Boston if needed.
< 2 years	021	Here's the thing, the HFMA is a great organization. The bonuses outweigh any problems. Unlike years ago, we have dynamic communications available today which offset the need for members to meet face to face on a monthly basis. So, the HFMA has to try harder than ever before. For local meetings, I suggest you peer up an 'expert' on a topic with hands-on hospital and other healthcare professionals. For me, I do not want to go to a conference and hear a sales pitch from a consultant or sales person. Last, but not least, the HFMA cannot be everything to everyone. There are too many facets to healthcare finance today. The topics for local meetings are too specific. Having an entire meeting dedicated to managed care or revenue cycle are necessary, but they should not be the focus of the local HFMA. These types of specialized meetings should be regionally or nationally organized. Local meetings should concentrate on current events and immediate issues concerning our membership. Members should be able to have input to the agenda of the meetings and be willing to address issues facing them. The cost of these meetings should be kept to a minimum and the meetings should only be half days unless the agenda warrants a longer timeframe. There is no question the HFMA is an excellent organization with wonderful programs. The local HFMA needs to focus on local issues using local talent.
< 2 years	021	I'm challenged for time, so much of my inability to attend is due to the demands of my position (SVP/CFO). Also, many of the topics are at a manager/director level and not executive. This said, most of the educational benefits, are targeted appropriately.
< 2 years	021	It would be great if the chapter would provide educational programs to educate and improve filing of Federal & State (i.e. Mass) on mandatory filings (i.e. cost reports, chapter 224, etc...).
< 2 years	026	Move Location south of Boston area--could change every other meeting



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Time since last attended an educational event	Zip Code first three digits	Comment
> 2 years	021	The location of meetings prevents me from attending; a venue closer to Boston would lessen the commute considerably.
> 2 years	021	This is just a challenging time to be able to participate in outside activities due to major system implementations that we are involved with in our organization. I haven't been able to participate with the chapter to the extent I'd like due to competing obligations at this time.
Never	018	More programs north of Boston such as Woburn. Mass.

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**Please describe any other topics that you would like to see your HFMA chapter address this year.**

Time since last attended an educational event	Zip Code first three digits	Comment
< 6 months	021	Access to capital - through earnings, donation or borrowings. Accounting for mergers and affiliations - what to expect regarding impact to financial statements and how to interpret the information. / Business case for mergers and affiliations - what are the companies really trying to achieve - what will success look like
< 6 months	021	Trends in Bond Financing
< 6 months	022	One of the challenges I face is translating the data I have to meaningful analyses. In addition to time needed for analyzing, we face the challenge of not having the data to measure what we need to measure. It can be challenging to properly align with the clinical/front end to get reliable data to measure.
< 1 year	021	ACOs, clinical integration, transition from FFS to Value, marketplace changes
< 1 year	021	Would like to see the same category of topics focused on physician or professional billing as well. Need to bring more physician groups into the HFMA 'fold'
< 1 year	024	Updates in Patient Billing and Collections, Financial Assistance Policies under the ACA
< 1 year	064	Telemedicine - how do we finance it
< 2 years	021	Integration strategies, physician incentives, comp models, co-management arrangements
< 2 years	021	Many of the topics listed above are important. A national or regional HFMA program can address these issues better than a local chapter. Also, webinars can address most of these issues. If the local HFMA wants to build attendance at its meetings, it needs to have meetings that do not duplicate what can be found at other HFMA conferences and address current local issues.

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**What would make your chapter's events so compelling that you would have to attend more frequently? Please also offer any other comments you would like to offer your chapter.**

Time since last attended an educational event	Zip Code first three digits	Comment
< 6 months	010	You are doing a great job. I really enjoy the programs, location and people.
< 6 months	017	I attend all of the Managed care Subcommittee meetings and related meetings. The programs, topics and speakers are excellent.
< 6 months	017	I attend as frequently as my schedule allows.
< 6 months	018	Some of the topical areas are so focused into their specialty that I feel that I am only intrigued to attend the meeting that is most closely related to my field. I am trying to be more broad in my view of healthcare finance by trying to attend more HFMA events. Blending some of the meetings to be more inclusive without getting too far away from the core of the event may help.
< 6 months	021	I do attend frequently, part of the chapter committee and really like it.
< 6 months	021	I'm a CPA from a firm that works with many healthcare clients - I'm have less of a direct interest in many of the programs, so it feels harder to answer, as my needs are different than those on the provider side.
< 6 months	021	I'm a regular attendee.
< 6 months	022	Disappointed that the annual golf outing was changed to the Cape - the timing (year end for many) and the location (Cape) were not well thought out. I understand that it was intended to be more of a "social outing" (not just golf) to attract more folks as the golf attendance has shrunk over the years but again, it wasn't good timing or location and I assume that the turnout was not great.
< 6 months	022	Topics and take-aways. I would like to leave a session having learned a skill I can apply at my desk.
< 6 months	023	Location, Location Location and time
< 6 months	024	The better the tone for vendor-provider interaction, the more meetings become "can't miss" events for myself and vendors like me.
< 6 months	024	There needs to be a significant effort made to engage early careerists.
< 1 year	018	Deadlines at work would have to ease to enable me to get out to the chapter's events
< 1 year	019	location
< 1 year	020	Topics related to my practice areas - Long term care, physician groups, risk contracting, how to position for success
< 1 year	021	depends on topics
< 1 year	021	Location, location, location! Although I can't say for sure if I'd attend more often, having meetings scheduled closer to home would be appreciated. In this regard, why not schedule meetings on a rotating basis and incorporate each area of the state. Example; October could be in Westboro, November North of Boston, December in downtown Boston, January @ Gillette (South of Boston), and so on. You can take it a step further and include the Western part of the state perhaps once a year. In this way, everyone would be given an opportunity to attend at least one meeting a year if it was located closer to home!
< 1 year	021	Timing with my work responsibilities

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Time since last attended an educational event	Zip Code first three digits	Comment
< 1 year	022	Although many of the chapter's meetings sound very interesting, they cover subjects that do not directly relate to my job-physician practice mgmt, capital financing, etc. In addition, my responsibilities often prevent me from attending meetings especially around month-end close which is the 1st-2nd week of the month. I believe that the chapter is doing a good job, that you have to meet the needs of many.
< 1 year	024	Issue is the timing for those programs that I am most interested in. Difficult to get them lined up with my availability.
< 1 year	029	Events attended by healthcare leaders verses primarily vendors.
< 2 years	010	They are very compelling. It's just not possible to travel in from Western Mass.
< 2 years	018	A topic that was of interest to me
< 2 years	021	I'd prefer to not attend unless absolutely necessary. Much either to read up/review presentations on my own time and at my own pace.
< 2 years	021	I've just been extremely busy with a new position I started last year. I hope to get to more events this year.
> 2 years	021	Given the major priorities in my organization there are too few opportunities to take the necessary time away from the office to attend. I do think breakfast meetings with targeted relevant and significant Revenue Cycle impact would be good.
> 2 years	021	location, location, location
> 2 years	023	A different work schedule. As a traveling consultant, it makes it difficult to attend.
Never	018	Location and more content focused on analytics and strategies.