

## Chapters 2.0 – Defining Success

### HFMA Vision

Bring value to the industry as the leading organization for healthcare finance

### Role of Chapters

HFMA operates within a dynamic environment that continues to integrate the delivery and payment for health services. HFMA's chapters serve as the local connection bringing together professionals to build knowledge, skills and behavioral competencies that are critical to current and future leadership needs of the healthcare industry. HFMA provides its members with career tools, resources, and networking opportunities to validate and enhance their development and performance as meaningful steps to their career development in this changing environment.

HFMA chapters are critical to the member value received from HFMA; chapters need to build upon their current and past success and evolve along with the healthcare industry always keeping the diverse nature of members in mind.

Successful principles of the chapters of the future will be driven by:

- The local chapter, working seamlessly with the national organization in ways that:
  - Focus on the member developing critical thinking, problem solving and leadership skills
  - Bring members together to share ideas, address issues, solve problems and have fun, and
  - Enable the voice of thought leadership locally in the arena of healthcare financial management both inward (to the members) and outward (to the financing and delivery of healthcare through legislative, regulatory and other means).
- Chapters organized as nimble structures responding to the rapidly changing healthcare landscape

Recent volunteer task forces convened and articulated the following elements as critical needs at the local level:

- Education
- Resolution of local issues
- Incubator
- Connectivity
- Mentoring
- Developing the Next Generation
- Leadership Development

### Success, Measures and Roles

The following provides standards and principles for the future work of the Chapters 2.0 Ad Hoc Task Forces by outlining what success looks like and measures of that success related to critical needs along with defined roles for chapters and the national organization.

#### **Education/Resolution of Local Issues**

##### Future View

- HFMA chapters provide education that is timely, relevant and of high quality assuring attendees can demonstrate measurable improvement.
- Education will be delivered in various, interactive modalities resulting in practical take-aways and development of critical thinking.
- Education must be designed for adult learners of all ages and delivery should be convenient and accessible.
- Education must be valuable and affordable making it marketable to both the learner and the employer.

- Education content will be provided for all stakeholders engaged in healthcare finance (providers, payers, physicians) in order to build affinity

#### Measures of Success

- Quality over quantity
- Diversity of participation
- Frequency of attendance
- Employer support
- Number of modalities

*Role of Chapters – be the primary source of education for members.*

*Role of National HFMA – support chapter education with programs and tools that enhance the member experience, while also providing efficiencies to the chapter enabling high quality education.*

#### **Incubator/Resolution of Local Issues**

##### Future View

- Provide a safe space where members can share and test new ideas
- Development of critical soft skills essential to leadership
- Defined process for learnings and communication of those learnings
- Collaboration in small groups with members and other professional associations

##### Measures of Success

- Credit/recognition for new ideas and pilots
- Credit/recognition for learnings
- Credit/recognition for passing on of lessons learned
- Allow for innovation and experimentation

*Role of Chapters – bring members together to share and test new ideas.*

*Role of National HFMA – develop framework for incubators and provide as a resource to chapter leaders; create repository for sharing of ideas across chapters.*

#### **Mentoring/Connectivity**

##### Future View

- Provide the personal connection professionals need to advance their careers
- Provide the local link through which members connect to share, learn and grow.
- Build and maintain member engagement.
- All are welcome and fun will always be a desirable outcome
- Opportunity for senior members to give back

##### Measures of Success

- Percentage of volunteers of total membership
- Member engagement
- Diversity of participation

*Chapter role – provide opportunities for members to connect in meaningful ways to share and grow; implement mentoring programs to develop future healthcare finance leaders*

*National HFMA role – provide framework for mentoring programs; seek recommendations for national volunteer opportunities to expand members' connections.*

### **Developing the Next Generation**

#### Future View

- Investing in and engaging future leaders – providing meaningful opportunities
- Providing value to both the individual member and employers
- Acting in the best long-term interests of HFMA; meeting the next generation where they are
- Sharing of best practices, use of storytelling to develop future leaders
- Demonstrate the value of face-to-face interactions to build relationships

#### Measures of Success

- Volunteer engagement
- Diversity
- Strength of volunteer pipeline; less recycling

*Chapter role – create opportunities to engage young professionals in chapter programs and volunteer roles*

*National HFMA role – ensure representation of young professionals in appropriate national volunteer opportunities; provide resources/tools to chapter leaders to engage young professionals*

### **Leadership Development**

#### Future View

- Matching competency and talent to task rather than tenure
- Defining and developing relevant and evolving competencies through engagement of CFO's
- Ensuring transferrable skills are understood and messaged

#### Measures of Success

- Right people in the right jobs
- Adoption of competencies
- Employer sees value

*Chapter role – Develop learning objectives for chapter education programs that target identified competencies; strive to fill volunteer positions with individuals demonstrating the necessary competencies.*

*National HFMA role – Lead the development of competencies necessary for future healthcare finance professionals and volunteer leaders.*

Ad Hoc Task Forces will be created to address these critical needs. The above is provided as a vision of the future and guiding principles as we build upon the success of HFMA chapters and evolve in this dynamic environment. The Chapters 2.0 Steering Committee will be intentional about what needs to be universal across all chapters to ensure consistent delivery of services keeping in mind we must also be flexible to stimulate the innovation necessary to adapt in this ever-changing industry.