

Healthcare Financial Management Association

HFMA Chapter Survey (FY20)

January 2020

Metropolitan Philadelphia Chapter

Sample Size: 1,046
Responses Received: 103
Response Rate: 10%

FY20 Net Promoter Score: 66
FY20 All Chapter Average Net Promoter Score: 49

The average American company scores far lower on NPS than our average chapter, while the highest rated companies' **scores** range from 50 to 80. Many successful corporations have an NPS that is in the 50s or above. Superior performers such as Amazon.com had a score of 76 and Apple, Inc. had a score of 71. The median national membership experience scores at 48. Our top performing chapters (top quartile) scored over 59.

FY20 Net Promoter Score Benchmarks:

10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
27	39	53	64	70

Your FY20 Net Promoter Score is composed of:

Detractors 5%	Passives 24%	Promoters 71%
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Net Promoter Score	=	% Promoters	—	% Detractors
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detailed NPS information on page 2

Your FY20 combined Four and Five Star Rating-Chapter Overall: 98%

details of star ratings on page 2

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 August 31, 2019.

Survey Timeline:

First email request with link to online survey sent on October 15, 2019.

Second email with link to survey sent to non-respondents on October 22, 2019.

Third request to complete survey sent to non-respondents on November 11, 2019.

A fourth and final request to complete survey sent to non-respondents on November 22, 2019.

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Metropolitan Philadelphia Chapter

Net Promoter Score: an indicator of customer loyalty

Q1. On a scale from 0-10, how likely are you to recommend your chapter to a friend or colleague?											
	Detractors							Passives		Promoters	
	0	1	2	3	4	5	6	7	8	9	10
Count	0	0	0	0	0	1	4	5	18	24	44
Percent	0%	0%	0%	0%	0%	1%	4%	5%	19%	25%	46%
Overall	5%							24%		71%	
All Chapters	12%							28%		60%	

FY20 Net Promoter Score: 66

All Chapters FY20 Average Net Promoter Score: 49

$$\text{Net Promoter Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

Star ratings of various aspects of chapter services to members

How many stars out of 5 would you give to your chapter on each of these aspects of service	Metropolitan Philadelphia Chapter					All Chapters 5 Star	Your Chapter Percent 5 Stars
	1 Star	2 Stars	3 Stars	4 Stars	5 Stars		
Producing quality educational programming	0%	0%	9%	24%	66%	54%	<div><div></div></div> 66%
Addressing the right issues and topics	0%	1%	11%	29%	59%	49%	<div><div></div></div> 59%
Locating events where I can access them	0%	1%	15%	21%	62%	51%	<div><div></div></div> 62%
Keeping me up to date on state and regional issues	0%	1%	11%	35%	53%	53%	<div><div></div></div> 53%
Providing connections to others in my field	0%	3%	13%	26%	58%	51%	<div><div></div></div> 58%
Providing easy access to information	0%	0%	11%	30%	59%	52%	<div><div></div></div> 59%
Chapter networking opportunities	0%	1%	14%	32%	53%	51%	<div><div></div></div> 53%
HFMA chapter overall	0%	1%	1%	35%	63%	55%	<div><div></div></div> 63%

Top Topics: members asked to select their top three topics

Please select your top three preferred topics from the list	Percent of time selected		Your Chapter
	Metropolitan Philadelphia Chapter	All Chapters	
Profitability analysis by product or service line	17%	18%	<div><div></div></div> 17%
Accounting and financial reporting issues related to emerging payment models	23%	22%	<div><div></div></div> 23%
Improving front end revenue cycle processes	14%	23%	<div><div></div></div> 14%
Changes in Medicare reimbursement policies	21%	24%	<div><div></div></div> 21%
Compliance with Medicare regulations	12%	16%	<div><div></div></div> 12%
Managing and measuring the total cost of care	24%	21%	<div><div></div></div> 24%
Improving the patient financial experience	17%	22%	<div><div></div></div> 17%
Negotiating contracts with value based payment mechanisms	17%	12%	<div><div></div></div> 17%
Prevention and management of denials	17%	20%	<div><div></div></div> 17%
Operationalizing structures and processes to reflect changing payment models	17%	17%	<div><div></div></div> 17%
Business intelligence and data analytics	36%	28%	<div><div></div></div> 36%
State legislative and regulatory update	14%	20%	<div><div></div></div> 14%
State Medicaid program	9%	17%	<div><div></div></div> 9%
Local payors and employers response to ongoing changes in healthcare	21%	17%	<div><div></div></div> 21%

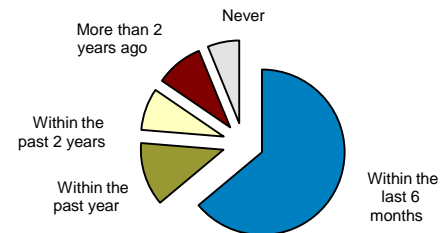
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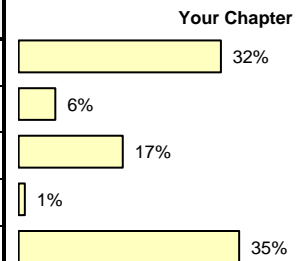
Attending an educational event

When was the last time that you attended a chapter event?	Metropolitan Philadelphia Chapter	All Chapters
Within the last 6 months	64%	43%
Within the past year	12%	18%
Within the past 2 years	8%	9%
More than 2 years ago	9%	8%
Never	6%	22%



Attendance Barriers

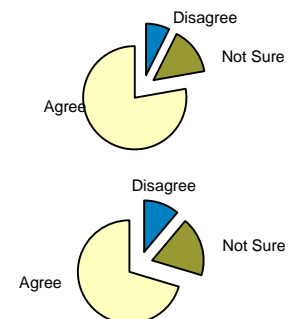
Which barriers prevent you from attending events more frequently?	Percent of time selected	
	Metropolitan Philadelphia Chapter	All Chapters
Event content not relevant to my job or misses the mark	32%	24%
The audience present does not support meaningful networking	6%	4%
The locations are not accessible to me	17%	22%
The quality of events does not meet expectations	1%	3%
N/A: (I usually attend / live out of the area / I work in a different field / etc.)	35%	41%



New Member* Perceptions

	Metropolitan Philadelphia Chapter	All Chapters
I received a personal welcome from my HFMA chapter		
Disagree	7%	7%
Not Sure	15%	20%
Agree	78%	74%
I understand how to become more engaged with my HFMA chapter		
Disagree	11%	7%
Not Sure	19%	24%
Agree	70%	70%

Sample (new members):	30
Percent of Respondents:	29%



* Questions presented to members joining from September 1, 2018 through August 31, 2019.

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Metropolitan Philadelphia Chapter

Please suggest how we can improve if you are unable to provide us with 5 star ratings.

Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
More than 2 years ago	199	Provider/Payer	Because I am located in Southern DE, I have not utilized your events, training, etc.
Within the last 6 months	191	Provider/Payer	Continue current process
More than 2 years ago	197	Provider/Payer	Have day conferences in other places than Philadelphia
Never	193	Business Partner	I am relatively new to the chapter and do not have a lot of experience pertaining to each question to confirm the most positive rating for each category.
Within the last 6 months	190	Business Partner	I think more needs to be done around getting more providers to the events and as presenters. As with most chapters I work with, there are more vendors than providers - in some cases as much as 3 to 1. I also believe there needs to be continued emphasis, or a stronger emphasis, around clinical denials and the challenges that payers present. There's a lot of buzz around the patient experience and pricing transparency, but clinical denials continue to be a huge problem for providers and I find that most chapters do not focus on this enough. Of course, this is simply my opinion. Thank you.
Within the past year	080	Provider/Payer	I work within value based care at an MCO and find that a lot of the content is hospital finance driven.
	189	Business Partner	I'd like to squeeze a full 8 credits into a single day if at all possible. Other than that, I find the seminars very beneficial.
Never	199	Provider/Payer	If possible send out notification well in advance of events so planning could be done in the beginning of the year.
Never	372	Business Partner	I'm too new to the HFMA to provide any ratings. I joined with my company and am in the process of doing the CRCR course and plan to take the test. I need to get plugged into meetings and other events.
Within the last 6 months	191	Provider/Payer	Impressive HFMA Chapter. Great Leadership. Great President. Great information everyone in healthcare needs to know, understand and implement. It would be good to co-market (collaborate) with HLNDV and with DVHIMSS. Each is a local chapter of large, nationally-recognized organizations.
More than 2 years ago	193	Business Partner	Just keep doing what you are doing. It's working.
Never	190	Business Partner	More networking opportunities and education that applies to smaller practices. Most is geared towards large hospital networks.
Within the past 2 years	190	Provider/Payer	More presentations on physician practice issues and separate specialty issues are needed.
Within the last 6 months	193	Business Partner	Much of the HFMA is focused on the revenue cycle. We need to find a way to reach out to and engage a more diverse audience. I think our chapter does a good job of this during focused events (such as the data analytics event) but needs to increase engagement in the general audience events as well.

Healthcare Financial Management Association
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Metropolitan Philadelphia Chapter

Please suggest how we can improve if you are unable to provide us with 5 star ratings.

Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
Within the last 6 months	190	Provider/Payer	My issue is that most of the programming is in the city near major teaching hospitals. I work in the suburbs so it makes it more difficult to get into the city. It would be helpful if some of HFMS events could be more around City Line Avenue - Bala Cynwyd or another location that would be accessible to those that work for hospitals systems located in the suburbs as well as downtown.
Within the last 6 months	190	Business Partner	Perhaps another event or two during the year which addresses general trends or other less financially specific healthcare topics. That could be an evening event for a couple of hours, and not 1/2-day or full day seminars. Consider partnering with other healthcare organizations locally like ACHE/HLNDV or DVHIMSS.
Within the past 2 years	190	Provider/Payer	Possibly rotating suburban locations for sessions/events? It seems most are geared to center city Philadelphia.
Within the last 6 months	191	Provider/Payer	Some of the topics this year are not 'new' or updated for current industry trends.
Within the last 6 months	080	Business Partner	Stronger speakers; need better attendance at meetings. The recent NJ/Philly Annual Institute had meager Metro Philly attendees. Need a better regional event. Washington DC/VA chapter would be a good model to emulate.
More than 2 years ago	189	Provider/Payer	The communication is much better and members can get out of the chapter what they want
	191	Provider/Payer	<p>The forgotten men and women are forgotten no longer. We are bringing back our jobs, we are bringing back our country, we are bringing back our military, we are bringing back our freedom, and we are bringing back our American dream! To get the 5 star ratings, with you help, with your love and devotion, we are going to keep on working, we are going to keep on fighting and we are going to keep on winning, winning, winning. We are going to win so much that you may even get tired of winning.</p> <p>Together, we will make HFMA wealthy again, we will make HFMA strong again, we will make HFMA safe again, and we will make HFMA great again!</p> <p>GOD BLESS YOU AND GOD BLESS HFMA!</p>
Within the last 6 months	191	Provider/Payer	While the website has improved tremendously over the past year, it still isn't a "goto" site to find information.

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Metropolitan Philadelphia Chapter

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

Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
Within the last 6 months	191	Business Partner	Blockchain in simple terms, Artificial intelligence, new M&As in the healthcare space
Within the last 6 months	191	Business Partner	Business Intelligence & Data Analytics, State Legislative & regulatory update, improving the patient financial experience.
Within the last 6 months	193	Business Partner	Functionality/workflow Gaps in Healthcare IT systems. What is missing? What is needed?
Within the last 6 months	080	Business Partner	Importance of addressing SDoH for success under Value Based Arrangement; how to establish a network to address SDoH issues.
More than 2 years ago	190	Business Partner	KPI benchmark comparisons
More than 2 years ago	193	Business Partner	The 3 topics above would be wonderful. No additional needed currently.
Within the last 6 months	190	Business Partner	The continued challenge of clinical denials: the causes, the effect, and what you can do.
Within the past year	197	Business Partner	Work from home Staff Career Progression models
Within the last 6 months	191	Provider/ Payer	Changes related to PDPM and PDGM
More than 2 years ago	197	Provider/ Payer	Cost accounting and alternative payment models
Within the past 2 years	190	Provider/ Payer	Fraud, system security issues
Within the last 6 months	191	Provider/ Payer	Interoperability, how systems speak with each other. Includes Information Blocking, as described in the 21st Century Cures Act. Leveraging the regional Health Information Exchange (HSX) to improve quality, to reduce costs, and to increase patient engagement.
Within the last 6 months	193	Provider/ Payer	Leadership development
More than 2 years ago	189	Provider/ Payer	none
Within the past 2 years	190	Provider/ Payer	Physician practice issues and physician specialty specific issues. I would be very interested in presenting on issues specific to emergency medicine. Thank you. John Holstein Director of Development Zotec Partners 610-715-2166 jholstein@zotecpartners.com

Healthcare Financial Management Association
HFMA Chapter Survey (FY20)
Metropolitan Philadelphia Chapter

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

Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
More than 2 years ago	210	Provider/ Payer	Physician reimbursement issues and operations
Within the last 6 months	191	Provider/ Payer	Price transparency Revenue Cycle system conversions
Within the last 6 months	191	Provider/ Payer	Profitability by product or service line.
Within the last 6 months	189	Provider/ Payer	Update on tax law changes FASB/GAAP/State & Regulatory Updates

Healthcare Financial Management Association
HFMA Chapter Survey (FY20)
Metropolitan Philadelphia Chapter

Please elaborate on the barriers that you selected above, what would make our chapter's events so compelling that you would have to attend? Please also offer any other comments you would like to offer our chapter.

Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
Within the last 6 months	190	Business Partner	As a vendor I'd like to engage with the providers more. Providers come across as non-approachable and unwilling to discuss their needs, process, or engage in conversation about future projects. The vendor community is a part of the HFMA local chapter and absorb a tremendous expense to attend.
Never	193	Business Partner	Being relatively new I have not had much of an opportunity to schedule and attend a session to date.
Within the last 6 months	193	Business Partner	Commuting into Philadelphia for events is sub-optimal. Could events be located somewhere more central to city AND suburbs, such as Conshohocken or King of Prussia?
Within the last 6 months	190	Business Partner	Consider moving presentations for Fall and Spring Institutes to College campus environment.
Within the last 6 months	191	Business Partner	Engaging presenters are key to ANY topic.
Within the last 6 months	190	Business Partner	I am not a specific financial leader, so specific topics (like revenue cycle management best practices) are not of interest to me. I am more of the exception among members than the rule.
Within the last 6 months	193	Business Partner	I am not currently involved in the revenue cycle side of healthcare finance, so topics and events that are heavily weighted in this area typically do not offer a high percentage of meaningful networking opportunities.
More than 2 years ago	190	Business Partner	I travel extensively and am often traveling during Metropolitan Chapter events which does not allow me to attend.
More than 2 years ago	193	Business Partner	Just too busy at work.
Within the last 6 months	342	Business Partner	Live out of area now but attend when quarterly family visits coincide
Within the past year	193	Business Partner	Living in the western suburbs, it takes an hour to travel to center city. It's worse in rush hour. More frequent meetings in King of Prussia or accessible suburban locations would make attending easier and more frequent.
Within the past 2 years	641	Business Partner	Location which is hard to accommodate so many members living in the Metropolitan area.
Within the last 6 months	190	Business Partner	My schedule is my biggest barrier. Metro Phila Chapter does a great job.
Never	190	Business Partner	New member. Haven't had the opportunity
Within the last 6 months	191	Business Partner	Schedule issues preventing my attendance.
Never	372	Business Partner	The barriers I have experienced are due to me being new and not knowing how to get more plugged in to the chapter.

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HFMA Chapter Survey (FY20)
Metropolitan Philadelphia Chapter

Please elaborate on the barriers that you selected above, what would make our chapter's events so compelling that you would have to attend? Please also offer any other comments you would like to offer our chapter.

Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
Within the last 6 months	193	Business Partner	The cost of attending is expensive.
Within the last 6 months	191	Business Partner	Want to go just too busy at work
Within the last 6 months	189	Provider/ Payer	Barriers are based on my work calendar and reporting due dates.
Within the last 6 months	191	Provider/ Payer	Calendar conflict.
Within the past year	193	Provider/ Payer	Events outside of downtown, like in KOP. More topics on contracting.
Within the last 6 months	190	Provider/ Payer	Events that aren't always downtown would be ideal.
More than 2 years ago	197	Provider/ Payer	Having more content relative to my job and having them in other locations other than Philadelphia
Within the past year	080	Provider/ Payer	I am located in Southern NJ and cannot always make it into Philadelphia for events.
Within the past 2 years	190	Provider/ Payer	I attend one annual seminar for senior living usually. Web based works best. Would like to attend more, but due to our close cycle, the last week of the month, or very beginning of the month, works best for me.
More than 2 years ago	339	Provider/ Payer	I live out of state.
Within the past year	191	Provider/ Payer	I try to attend both the Data Analytics and the Professional Development seminars each year. The content of the ones I have attended were very informative. I believe Data Analytics is usually in Feb/March which is the start of budget season so time is a limited resource for financial analysts such as myself. I know it was the reason I missed one of them last year.
Within the past year	193	Provider/ Payer	I try to attend the conferences most relevant. i think having variety of topics is important. While working full time, I am usually able to attend 1 - 3 conferences a year. I don't think i would be able to do more than that due to priorities at work and budget.
Within the last 6 months	190	Provider/ Payer	I work within internal audit.
Never	199	Provider/ Payer	It seems like by the time I know about the events I do not have time to plan to attend.
More than 2 years ago	189	Provider/ Payer	its the time and schedule for me as webinars are easier to manage than all-day events
Within the last 6 months	190	Provider/ Payer	mostly work scheduling

Healthcare Financial Management Association
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Metropolitan Philadelphia Chapter

Please elaborate on the barriers that you selected above, what would make our chapter's events so compelling that you would have to attend? Please also offer any other comments you would like to offer our chapter.

Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
Within the last 6 months	191	Provider/ Payer	N/A
Within the last 6 months	191	Provider/ Payer	No barriers at all. I always make sure to attend the events for the social connections.
Within the last 6 months	191	Provider/ Payer	Not all events are relevant to my role, but I try to make all that are. If I can not attend, it's typically related to work obligations/travel.
Within the past 2 years	190	Provider/ Payer	Physician practice issues and specialty-specific issues are needed today
Within the last 6 months	191	Provider/ Payer	scheduling conflicts
Within the last 6 months	191	Provider/ Payer	Some topics are not relevant to my job.
Within the last 6 months	190	Provider/ Payer	This is not an appropriate representation. It isn't the quality of the events rather the content in conjunction with my specific area of work. I regularly attend those functions that relate to cost accounting and data analytics. Philadelphia HFMA is doing a great job of providing a thorough mix of educational content and networking opportunities.
Within the last 6 months	191	Provider/ Payer	Time constraints at work.
Within the past 2 years	193	Provider/ Payer	Usually just too busy with work.
	191	Provider/ Payer	We have to work hard to win each and every day. We must keep on fighting and we must keep on working to make HFMA great again!
Within the last 6 months	190	Provider/ Payer	You need to add cost of attendance. My employer currently will pay for my membership and up to 2 events/year (local). The payment for HFMA membership may not be covered in future years. Cost is an issue.

Healthcare Financial Management Association

HFMA Chapter Survey (FY20) - Provider/Payer Dataset

January 2020

Metropolitan Philadelphia Chapter

Provider/Payer Responses Received: 55
Provider/Payer percent of all Responses Received: 53%

FY20 Net Promoter Score: 63
FY20 All Chapter Average Net Promoter Score: 47

FY20 Net Promoter Score Benchmarks:

10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
25	36	54	62	69

Your FY20 Net Promoter Score is composed of:

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HFMA Chapter Survey (FY20) - Provider/Payer Dataset
Metropolitan Philadelphia Chapter

Net Promoter Score: an indicator of customer loyalty

Q1. On a scale from 0-10, how likely are you to recommend your chapter to a friend or colleague?											
Detractors								Passives		Promoters	
	0	1	2	3	4	5	6	7	8	9	10
Count	0	0	0	0	0	1	2	3	10	10	25
Percent	0%	0%	0%	0%	0%	2%	4%	6%	20%	20%	49%
Overall	6%							25%		69%	
P/P All Chapters	12%							29%		59%	

FY20 Net Promoter Score: 63 P/P All Chapters FY20 Average Net Promoter Score: 47



Star ratings of various aspects of chapter services to members

How many stars out of 5 would you give to your chapter on each of these aspects of service	Metropolitan Philadelphia Chapter					P/P All Chapters 5 Star	Your Chapter Percent 5 Stars
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Addressing the right issues and topics	0%	2%	8%	32%	58%	47%	<div></div> 58%
Locating events where I can access them	0%	0%	15%	23%	62%	48%	<div></div> 62%
Keeping me up to date on state and regional issues	0%	0%	11%	40%	49%	52%	<div></div> 49%
Providing connections to others in my field	0%	0%	13%	25%	62%	50%	<div></div> 62%
Providing easy access to information	0%	0%	11%	28%	60%	51%	<div></div> 60%
Chapter networking opportunities	0%	0%	17%	21%	62%	50%	<div></div> 62%
HFMA chapter overall	0%	0%	0%	36%	64%	54%	<div></div> 64%

Top Topics: members asked to select their top three topics

Please select your top three preferred topics from the list	Percent of time selected		Your Chapter
	Metropolitan Philadelphia Chapter	P/P All Chapters	
Profitability analysis by product or service line	18%	19%	<div></div> 18%
Accounting and financial reporting issues related to emerging payment models	25%	24%	<div></div> 25%
Improving front end revenue cycle processes	11%	23%	<div></div> 11%
Changes in Medicare reimbursement policies	24%	25%	<div></div> 24%
Compliance with Medicare regulations	11%	17%	<div></div> 11%
Managing and measuring the total cost of care	27%	22%	<div></div> 27%
Improving the patient financial experience	11%	20%	<div></div> 11%
Negotiating contracts with value based payment mechanisms	20%	13%	<div></div> 20%
Prevention and management of denials	15%	21%	<div></div> 15%
Operationalizing structures and processes to reflect changing payment models	20%	17%	<div></div> 20%
Business intelligence and data analytics	36%	28%	<div></div> 36%
State legislative and regulatory update	9%	18%	<div></div> 9%
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Local payors and employers response to ongoing changes in healthcare	18%	17%	<div></div> 18%

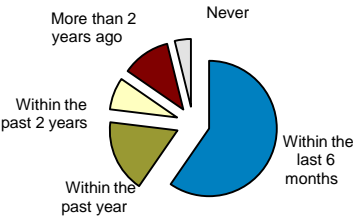
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HFMA Chapter Survey (FY20) - Provider/Payer Dataset

Metropolitan Philadelphia Chapter

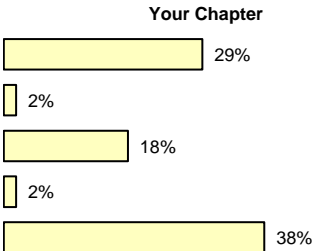
Attending an educational event

When was the last time that you attended a chapter event?	Metropolitan Philadelphia Chapter	P/P All Chapters
Within the last 6 months	60%	39%
Within the past year	17%	19%
Within the past 2 years	8%	10%
More than 2 years ago	12%	8%
Never	4%	23%



Attendance Barriers

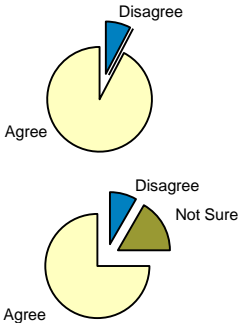
Which barriers prevent you from attending events more frequently?	Percent of time selected	
	Metropolitan Philadelphia Chapter	P/P All Chapters
Event content not relevant to my job or misses the mark	29%	26%
The audience present does not support meaningful networking	2%	3%
The locations are not accessible to me	18%	25%
The quality of events does not meet expectations	2%	3%
N/A: (I usually attend / live out of the area / I work in a different field / etc.)	38%	38%



New Member* Perceptions

	Percent of time selected	
	Metropolitan Philadelphia Chapter	P/P All Chapters
I received a personal welcome from my HFMA chapter		
Disagree	8%	6%
Not Sure	0%	21%
Agree	92%	73%
I understand how to become more engaged with my HFMA chapter		
Disagree	8%	7%
Not Sure	17%	24%
Agree	75%	69%

Sample (new members):	13
Percent of Respondents:	24%



* Questions presented to members joining from September 1, 2018 through August 31, 2019.