

Healthcare Financial Management Association
HFMA Chapter Survey (FY20)
January 2020

Northern California Chapter

Sample Size:	906
Responses Received:	65
Response Rate:	7%
FY20 Net Promoter Score:	25
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	Passives	Promoters
19%	38%	44%



detailed NPS information on page 2

Your FY20 combined Four and Five Star Rating-Chapter Overall: **74%**
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.

Healthcare Financial Management Association

HFMA Chapter Survey (FY20)

Northern California 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	1	1	3	4	3	9	15	7	21
Percent	0%	0%	2%	2%	5%	6%	5%	14%	23%	11%	33%
Overall	19%							38%		44%	
All Chapters	12%							28%		60%	

FY20 Net Promoter Score: **25**

All Chapters FY20 Average Net Promoter Score: **49**

Net Promoter Score = % Promoters - % 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	Northern California Chapter					All Chapters 5 Star	Your Chapter Percent 5 Stars
	1 Star	2 Stars	3 Stars	4 Stars	5 Stars		
Producing quality educational programming	5%	5%	19%	22%	49%	54%	49%
Addressing the right issues and topics	5%	5%	22%	29%	40%	49%	40%
Locating events where I can access them	3%	10%	24%	21%	43%	51%	43%
Keeping me up to date on state and regional issues	3%	6%	19%	30%	42%	53%	42%
Providing connections to others in my field	6%	9%	19%	23%	42%	51%	42%
Providing easy access to information	2%	6%	23%	22%	47%	52%	47%
Chapter networking opportunities	6%	9%	17%	23%	44%	51%	44%
HFMA chapter overall	0%	5%	21%	24%	50%	55%	50%

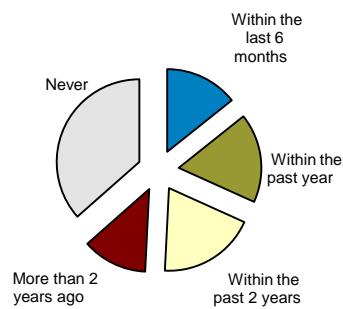
Top Topics: members asked to select their top three topics

Please select your top three preferred topics from the list	Percent of time selected		Your Chapter
	Northern California Chapter	All Chapters	
Profitability analysis by product or service line	23%	18%	23%
Accounting and financial reporting issues related to emerging payment models	18%	22%	18%
Improving front end revenue cycle processes	20%	23%	20%
Changes in Medicare reimbursement policies	14%	24%	14%
Compliance with Medicare regulations	12%	16%	12%
Managing and measuring the total cost of care	22%	21%	22%
Improving the patient financial experience	20%	22%	20%
Negotiating contracts with value based payment mechanisms	9%	12%	9%
Prevention and management of denials	23%	20%	23%
Operationalizing structures and processes to reflect changing payment models	20%	17%	20%
Business intelligence and data analytics	35%	28%	35%
State legislative and regulatory update	20%	20%	20%
State Medicaid program	9%	17%	9%
Local payors and employers response to ongoing changes in healthcare	15%	17%	15%

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Northern California Chapter**

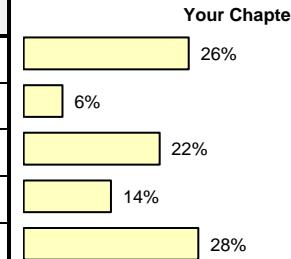
Attending an educational event

When was the last time that you attended a chapter event?	Northern California Chapter	All Chapters
Within the last 6 months	14%	43%
Within the past year	17%	18%
Within the past 2 years	19%	9%
More than 2 years ago	13%	8%
Never	37%	22%



Attendance Barriers

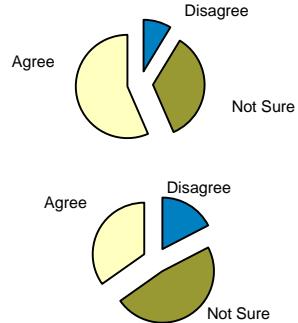
Which barriers prevent you from attending events more frequently?	Percent of time selected	
	Northern California Chapter	All Chapters
Event content not relevant to my job or misses the mark	26%	24%
The audience present does not support meaningful networking	6%	4%
The locations are not accessible to me	22%	22%
The quality of events does not meet expectations	14%	3%
N/A: (I usually attend / live out of the area / I work in a different field / etc.)	28%	41%



New Member* Perceptions

I received a personal welcome from my HFMA chapter	Northern California Chapter	All Chapters
Disagree	9%	7%
Not Sure	35%	20%
Agree	57%	74%
I understand how to become more engaged with my HFMA chapter		
Disagree	17%	7%
Not Sure	48%	24%
Agree	35%	70%

Sample (new members):	23
Percent of Respondents:	35%



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

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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	943	Provider/ Payer	340B Health has an online, daily "General Discussion Group" where people brainstorm.
Within the last 6 months	945	Business Partner	Currently to include last year, the Executive Committee, Board and Committee Chairs are in place to provide an excellent year of educational programs for the members. Administrative concerns were addressed that now improve how we look at chapter financial concerns.
Within the past 2 years	939	Provider/ Payer	ditch the spring conference! Bring back the FALL conference in the beautiful Squaw Valley Village.
Within the last 6 months	956	Business Partner	Great Chapter! Made a lot of changes for the good of the chapter to be more transparent to members. Made some hard choices but needed to stay nimble and transparent to all. HFMA today is evolving and happy that NorCal took notice and evolving with the times. Happy to see older members step up and really help to mentor the newer ones.
Within the past 2 years	939	Provider/ Payer	HFMA has been a huge part of my success as a financial executive. I started in a staff position more than 35 years ago and joined HFMA right away. I quickly moved to Director of Finance and then spend 22 years as a CFO. I have recently moved into the number 2 executive position here as SVP and Chief Administrative Officer. HFMA has provided the right networking, education and leadership opportunities to help make my success possible. Thank you!
Within the past year	958	Provider/ Payer	I only hear about two local events and the annual event. I have to make a point to go on the website to know what is available. Sometimes it is too late for me to register due to conflicts that might have been avoided. I also attempted to volunteer, but I somehow got dropped. I enjoy the Sacramento spring conference. Always very good, but getting a certificate for the two day event is a chore. I remain a member because the subject matter is relevant to the industry I work in.
Never	940	Business Partner	I've literally gotten nothing from the chapter, so I have no idea what you do for me
Within the last 6 months	945	Business Partner	More networking events throughout the Bay Area and Sacramento (traffic is getting worse). Perhaps downtown Sacramento as well as Monterey/Carmel and the North Bay
Within the past year	945	Provider/ Payer	More regulatory updates shared. Posting "best practice" ideas, articles with link to author on site. Less emails from vendors, especially after signing up for seminar/symposiums
Within the past 2 years	945	Business Partner	My 4-star rating isn't a bad thing. I just feel like there's always room for improvement!
Never	954	Provider/ Payer	New to the chapter
Within the past year	945	Provider/ Payer	Open Board meeting for non-members to listen in and engage if desired.
Within the past year	956	Business Partner	Provide more educational and networking events in Sacramento. This chapter is very bay area focused.
Within the past year	949	Provider/ Payer	Relevant operational issues
More than 2 years ago	958	Provider/ Payer	There are good opportunities for education and networking for those in revenue cycle and government reimbursement. I would like to see more offered for financial analysis and analytics tools as well as trends on use of expense and other data
More than 2 years ago	951	Provider/ Payer	Tie in to CHA and AHA. Consider leveraging SoCal chapter to strengthen educational offerings.
Never	956	Provider/ Payer	Too much focus on revenue cycle. Unable to attend anything in fall due to budget development.

**Healthcare Financial Management Association
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Northern California 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	945	Business Partner	How to contract with large health systems What are CFO's and revenue cycle leaders looking for in vendor solutions How do CFO's and revenue cycle leaders prefer to be approached by vendors and receive information regarding solutions.
Within the last 6 months	956	Business Partner	Provider case studies!
Within the last 6 months	945	Business Partner	Raising future leaders Retirement/Investment strategies Legal/Arbitration
Never	936	Business Partner	RHC Wrap-around payments and how they benefit low-income communities.
Within the last 6 months	956	Business Partner	Strengthening providers' relationships with payers from a financial perspective and an technology perspective.
Never	943	Business Partner	We're just getting into the program this year. There is a lot of material already and I hope to get through a majority of the compliance module and data analytics/ Business Intelligence module.
Within the past year	945	Provider/ Payer	Accounting and Financial Reporting Operationalizing structures & processes Denial Prevention
Within the past year	956	Provider/ Payer	Barriers to treating patients diagnosed with a form a mental health disorder is on the rise resulting in an increase of patients in coming into the ER rooms across the hospital systems. With the various changes taking place with mental health legislation, a local medical organization has a vision to help patients by treating the root cause not the symptom. Perhaps HFMA can invite a key note speaker from a Mental Health organization to discuss how they are addressing the rise in suicide rates and how their organization compliments the hospital system by treating patients diagnosed with a form of a mental illness through their IOP program. The organization uses a holistic approach to treating mental health disorders titled NEW START: Nutrition, Exercise, Water, Sunlight, Temperance, Air, Relaxation and Trust.
Within the past year	949	Provider/ Payer	Effective Organizational Structures
Within the last 6 months	951	Provider/ Payer	New transparency requirements and methodologies for maintaining compliance with them.
More than 2 years ago	943	Provider/ Payer	Newsletter summarizing reimbursement changes with before and after examples.
Within the past year	945	Provider/ Payer	OPPS fee schedule changes. How groups are handling Joint Replacement coming off Inpt Only list. What others are doing with huge shift in all payers approving hospitalizations as observation vs inpt- even with MD appeals.

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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	945	Business Partner	As a Retired Active Chapter Leader, I try to attend any event that is Medicare or Medi-Cal Reimbursement subject in the Bay Area but mostly emphasizing attending the Sacramento Spring Conference.
Never	945	Business Partner	I am new to the company so not to sure of what I have the ability to do or what I can actually attend at this time.
Never	940	Business Partner	I've never seen any information on any events
Within the last 6 months	956	Business Partner	None... they make it easy and offer a lot engagement through WebEx and social media
Within the past year	956	Business Partner	Please have more events in Sacramento
Never	943	Business Partner	So far, the event content so far doesn't relate to my current job. As soon as something that is relevant to my job and closer to my location, then maybe I can attend. If the event is during the workweek, maybe a Web based event might be helpful.
Never	936	Business Partner	The cost is a contributing factor. These events are not usually covered by my work therefore they are usually unattainable for me.
Within the past 2 years	957	Business Partner	Time and cost
More than 2 years ago	959	Business Partner	Took 2 years off for family illness.
Within the last 6 months	945	Business Partner	Traffic is a major issue in Northern California as it often takes 90-120 minutes to get anywhere.
Within the past year	949	Provider/ Payer	Events should be Finance and Operational Focus. Emphasis should not be racial or gender biased Whoever you have staffing the chapter call line and emails does an inadequate job getting back to members timely
Within the past year	945	Provider/ Payer	I am too busy to take time away from work
Within the past 2 years	939	Provider/ Payer	I have a lot of options (not a lot of time) and put conferences in rotation - hfma has been out of the rotation recently.
Within the past year	945	Provider/ Payer	I have a tight schedule which prevents my availability to attend. Recorded sessions at a lower cost would help.
Never	954	Provider/ Payer	I'm new to the Chapter and haven't attended events as of yet.
Within the past 2 years	946	Provider/ Payer	I'm very busy and unable to attend external meetings.
Never	932	Provider/ Payer	It has been purely a matter of timing. I have been an HFMA Member consistently since 2013 - mostly in the Greater Heartland Region. I relocated out to California within the past year and trying to balance the HFMA Meeting dates against work-related needs.
Never	945	Provider/ Payer	locations closer to my home
Within the past 2 years	939	Provider/ Payer	More Finance, less AR... ALSO Squaw Valley was the BEST location. NOT interested in Concord OR Sac
Within the past 2 years	956	Provider/ Payer	Mostly, for me, my schedule is just so busy that the content of the program needs to be exceptional for me to take time away. I haven't seen that lately.
Within the past 2 years	939	Provider/ Payer	My role has changed recently as described above.

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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 past year	956	Provider/ Payer	N/A
More than 2 years ago	943	Provider/ Payer	Need easy access 1 hour webinars because it is hard to get out of the office for 2 hours including commute time.
Never	951	Provider/ Payer	No FQHC relevant topics
Within the last 6 months	951	Provider/ Payer	The expense is prohibitive since my employer does not pay for attendance at these events.
Within the past year	945	Provider/ Payer	There is so much more from vendors vs. members.
Never	956	Provider/ Payer	Timing in the fall conflicts with my organization budget cycle.

Healthcare Financial Management Association
HFMA Chapter Survey (FY20) - Provider/Payer Dataset
January 2020

Northern California Chapter

Provider/Payer Responses Received: 46
Provider/Payer percent of all Responses Received: 71%

FY20 Net Promoter Score: 20
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:

Detractors 20%	Passives 40%	Promoters 40%
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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.

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 Northern California 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	1	1	2	2	3	8	10	6	12
Percent	0%	0%	2%	2%	4%	4%	7%	18%	22%	13%	27%
Overall	20%							40%		40%	
P/P All Chapters	12%							29%		59%	

FY20 Net Promoter Score: **20**

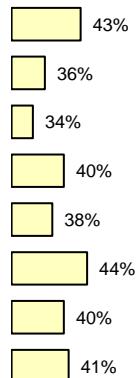
P/P All Chapters FY20 Average Net Promoter Score: **47**



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	Northern California Chapter					P/P All Chapters 5 Star
	1 Star	2 Stars	3 Stars	4 Stars	5 Stars	
Producing quality educational programming	2%	5%	27%	23%	43%	52%
Addressing the right issues and topics	5%	5%	30%	25%	36%	47%
Locating events where I can access them	2%	9%	34%	20%	34%	48%
Keeping me up to date on state and regional issues	2%	7%	24%	27%	40%	52%
Providing connections to others in my field	4%	11%	24%	22%	38%	50%
Providing easy access to information	0%	7%	31%	18%	44%	51%
Chapter networking opportunities	4%	11%	24%	20%	40%	50%
HFMA chapter overall	0%	5%	27%	27%	41%	54%

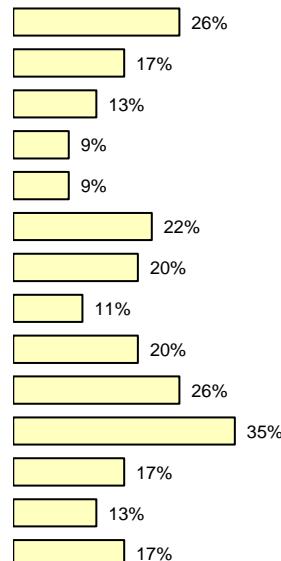
Your Chapter Percent 5 Stars



Top Topics: members asked to select their top three topics

Please select your top three preferred topics from the list	Percent of time selected		Northern California Chapter	P/P All Chapters
	Northern California Chapter	P/P All Chapters		
Profitability analysis by product or service line	26%	19%		
Accounting and financial reporting issues related to emerging payment models	17%	24%		
Improving front end revenue cycle processes	13%	23%		
Changes in Medicare reimbursement policies	9%	25%		
Compliance with Medicare regulations	9%	17%		
Managing and measuring the total cost of care	22%	22%		
Improving the patient financial experience	20%	20%		
Negotiating contracts with value based payment mechanisms	11%	13%		
Prevention and management of denials	20%	21%		
Operationalizing structures and processes to reflect changing payment models	26%	17%		
Business intelligence and data analytics	35%	28%		
State legislative and regulatory update	17%	18%		
State Medicaid program	13%	18%		
Local payors and employers response to ongoing changes in healthcare	17%	17%		

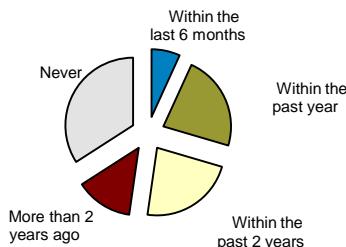
Your Chapter



**Healthcare Financial Management Association
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Northern California Chapter**

Attending an educational event

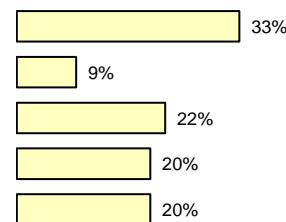
When was the last time that you attended a chapter event?	Northern California Chapter	P/P All Chapters
Within the last 6 months	7%	39%
Within the past year	23%	19%
Within the past 2 years	23%	10%
More than 2 years ago	14%	8%
Never	34%	23%



Attendance Barriers

Which barriers prevent you from attending events more frequently?	Percent of time selected	
	Northern California Chapter	P/P All Chapters
Event content not relevant to my job or misses the mark	33%	26%
The audience present does not support meaningful networking	9%	3%
The locations are not accessible to me	22%	25%
The quality of events does not meet expectations	20%	3%
N/A: (I usually attend / live out of the area / I work in a different field / etc.)	20%	38%

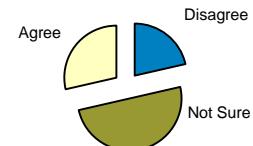
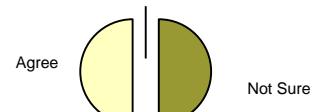
Your Chapter



New Member* Perceptions

I received a personal welcome from my HFMA chapter	Northern California Chapter		P/P All Chapters	
	Disagree	Not Sure	Agree	Not Sure
Disagree	0%	6%		
Not Sure	50%	21%		
Agree	50%	73%		
I understand how to become more engaged with my HFMA chapter				
Disagree	21%	7%		
Not Sure	50%	24%		
Agree	29%	69%		

Sample (new members):	14
Percent of Respondents:	30%



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