

# Healthcare Financial Management Association

## HFMA Chapter Survey (FY20)

January 2020

### Western Michigan Chapter

Sample Size: 1,339  
Responses Received: 103  
Response Rate: 8%

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:

|                          |                        |                         |
|--------------------------|------------------------|-------------------------|
| <b>Detractors</b><br>14% | <b>Passives</b><br>46% | <b>Promoters</b><br>39% |
|--------------------------|------------------------|-------------------------|



detailed NPS information on page 2

Your FY20 combined Four and Five Star Rating-Chapter Overall: 91%

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)**  
**Western Michigan 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  | 1          | 0  | 0  | 0  | 1  | 5  | 7        | 20  | 25        | 10  | 28  |
| Percent  | 1%         | 0% | 0% | 0% | 1% | 5% | 7%       | 21% | 26%       | 10% | 29% |
| Overall  | 14%        |    |    |    |    |    | 46%      |     | 39%       |     |     |
| All Chapters   | 12%        |    |    |    |    |    | 28%      |     | 60%       |     |     |

FY20 Net Promoter Score: **25**

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



**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 | Western Michigan 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%                       | 5%      | 10%     | 46%     | <b>38%</b> | 54%                 | 38%                          |
| Addressing the right issues and topics   | 0%                       | 5%      | 16%     | 44%     | <b>36%</b> | 49%                 | 36%                          |
| Locating events where I can access them  | 2%                       | 6%      | 21%     | 33%     | <b>39%</b> | 51%                 | 39%                          |
| Keeping me up to date on state and regional issues   | 0%                       | 3%      | 12%     | 43%     | <b>43%</b> | 53%                 | 43%                          |
| Providing connections to others in my field  | 1%                       | 3%      | 18%     | 34%     | <b>44%</b> | 51%                 | 44%                          |
| Providing easy access to information   | 1%                       | 0%      | 13%     | 45%     | <b>42%</b> | 52%                 | 42%                          |
| Chapter networking opportunities   | 0%                       | 4%      | 16%     | 34%     | <b>46%</b> | 51%                 | 46%                          |
| HFMA chapter overall   | 0%                       | 2%      | 7%      | 48%     | <b>43%</b> | 55%                 | 43%                          |

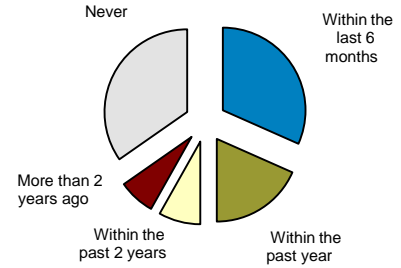
**Top Topics: members asked to select their top three topics**

| Please select your top three preferred topics from the list                  | Percent of time selected |              | Your Chapter |
|--|--------------------------|--------------|--------------|
|  | Western Michigan Chapter | All Chapters |              |
| Profitability analysis by product or service line                            | 19%                      | 18%          | 19%          |
| Accounting and financial reporting issues related to emerging payment models | 17%                      | 22%          | 17%          |
| Improving front end revenue cycle processes                                  | 20%                      | 23%          | 20%          |
| Changes in Medicare reimbursement policies                                   | 20%                      | 24%          | 20%          |
| Compliance with Medicare regulations   | 14%                      | 16%          | 14%          |
| Managing and measuring the total cost of care                                | 26%                      | 21%          | 26%          |
| Improving the patient financial experience                                   | 26%                      | 22%          | 26%          |
| Negotiating contracts with value based payment mechanisms                    | 10%                      | 12%          | 10%          |
| Prevention and management of denials   | 20%                      | 20%          | 20%          |
| Operationalizing structures and processes to reflect changing payment models | 18%                      | 17%          | 18%          |
| Business intelligence and data analytics                                     | 33%                      | 28%          | 33%          |
| State legislative and regulatory update                                      | 14%                      | 20%          | 14%          |
| State Medicaid program   | 15%                      | 17%          | 15%          |
| Local payors and employers response to ongoing changes in healthcare         | 17%                      | 17%          | 17%          |

**Healthcare Financial Management Association**  
**HFMA Chapter Survey (FY20)**  
**Western Michigan Chapter**

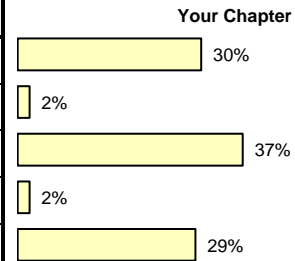
**Attending an educational event**

| When was the last time that you attended a chapter event? | Western Michigan Chapter | All Chapters |
|---|--------------------------|--------------|
| Within the last 6 months                                  | 32%                      | 43%          |
| Within the past year                                      | 18%                      | 18%          |
| Within the past 2 years                                   | 8%                       | 9%           |
| More than 2 years ago                                     | 7%                       | 8%           |
| Never   | 35%                      | 22%          |



**Attendance Barriers**

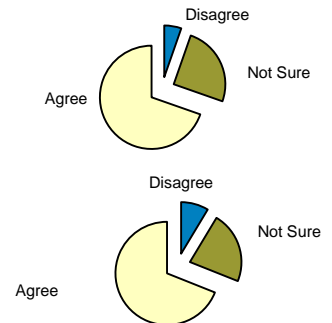
| Which barriers prevent you from attending events more frequently?                   | Percent of time selected |              |
|---|--------------------------|--------------|
|   | Western Michigan Chapter | All Chapters |
| Event content not relevant to my job or misses the mark                             | 30%                      | 24%          |
| The audience present does not support meaningful networking                         | 2%                       | 4%           |
| The locations are not accessible to me  | 37%                      | 22%          |
| 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.) | 29%                      | 41%          |



**New Member\* Perceptions**

|   | Western Michigan Chapter | All Chapters |
|---|--------------------------|--------------|
| <b>I received a personal welcome from my HFMA chapter</b>           |                          |              |
| Disagree  | 5%                       | 7%           |
| Not Sure  | 25%                      | 20%          |
| Agree   | 70%                      | 74%          |
| <b>I understand how to become more engaged with my HFMA chapter</b> |                          |              |
| Disagree  | 9%                       | 7%           |
| Not Sure  | 22%                      | 24%          |
| Agree   | 69%                      | 70%          |

|                         |     |
|-------------------------|-----|
| Sample (new members):   | 65  |
| Percent of Respondents: | 63% |



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

**Healthcare Financial Management Association**  
**HFMA Chapter Survey (FY20)**  
**Western Michigan 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                      | 495                         | Provider/Payer    | Continue to expand on networking opportunities and rest will take care of itself. Thank you!   |
|   | 488                         | Provider/Payer    | Email consolidation--there are a lot of emails, maybe change to one email a week/month like a newsletter.  |
| Never   | 495                         | Provider/Payer    | Events are way to expensive. A local fall conference should not be \$300, many do not have work budgets for an HFMA conference and would have to pay out of pocket.  |
| Within the past year                          | 495                         | Provider/Payer    | Frequently I will get duplicate emails from HFMA Western MI Chapter (spaced 5-10 min apart), which is frustrating.   |
| Within the past 2 years                       | 494                         | Provider/Payer    | Hard to distinguish between local chapter and national newsletters. Having more regional events rather than just statewide events. Asking what kind of education is needed before offering courses.  |
| Never   | NULL                        | Provider/Payer    | Have events after 5pm or on weekends. Not everyone can take work off to attend things. Also, more events in west Michigan. It seems a lot of the HFMA events are on the East side  |
| Within the past 2 years                       | 494                         | Provider/Payer    | Hi, you know I'm retired but it is by far the best Chapter in the United States!!! I should know!!!  |
| Never   | 488                         | Provider/Payer    | I am in need of more affordable/free webinar type of information. Also, I live closer to the Lansing area and I am unable to participate in the live activities. Unfortunately having the time to do anything other than work and family is my main issue, second affordability.   |
| Within the past year                          | 488                         | Provider/Payer    | I am just on the farthest East side of the Western Chapter, so it has been hard to get to events that are usually GR or the Lakeshore. I know this will change with the merging of MI chapters.  |
| Within the past 2 years                       | 495                         | Provider/Payer    | I would love more in person events or even webinars that are low cost to members.  |
| More than 2 years ago                         | 490                         | Business Partner  | In retirement, as I am in retirement, it I feel quite displaced scoring these elements.  |
| Within the last 6 months                      | 495                         | Provider/Payer    | It would have been more beneficial to learn about new regulations and changes vs the history of the cost report.   |
| Never   | 495                         | Provider/Payer    | It's not entirely clear to me what the role of physician leaders play in the HFMA organization/Chapter. We do not have the same background as those in finance, but we also bring a unique perspective. I don't get the sense that many of my colleagues are very interested in business/finance topics- so in my circle, I don't necessarily feel like the Chapter/organization represents the needs/interests of my colleagues. HFMA may serve far more finance professionals than physician leaders so this may very well be appropriate for the Chapter. |
| Within the past 2 years                       | 494                         | Provider/Payer    | I've attempted to find any type of education materials regarding community benefit (goes to keeping non-profit status with IRS) reporting as it relates to finance & the general business of non-profit hospital. I was unable to locate education/materials/etc on HFMA's website and of the topics presented at seminars they have not included this type of material (that I've seen).  |
| Within the past year                          | 494                         | Provider/Payer    | n/a  |
| Within the last 6 months                      | 494                         | Provider/Payer    | NA   |
| Within the last 6 months                      | 494                         | Provider/Payer    | Networking committee just getting started, so that area should show improvement next time this survey goes out.<br>How do we structure the day-long educational events to get more people to attend?   |
| Within the last 6 months                      | 495                         | Provider/Payer    | provide actual training sessions in person   |
| Never   | 495                         | Provider/Payer    | Quizzes to help guide my career path   |

**Healthcare Financial Management Association**  
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**Western Michigan 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  |
|---|-----------------------------|--------------------|--|
| Never   | 490                         | Provider/<br>Payer | Sorry, I left the ones blank where I can't honestly rate! ...e.g., there haven't been any local events I can get to for networking. I haven't attended an educational event yet either. I look forward to getting more involved as time permits! |
| Within the last 6 months                      | 495                         | Business Partner   | The website sometimes can be hard to navigate and I don't always find the materials easy to locate.  |
| Never   | 493                         | Provider/<br>Payer | There are A LOT of emails. Could you possible pare it down to a bi-weekly?   |
| Never   | 489                         | Provider/<br>Payer | There does not seem to be enough quality content on Supply Chain.  |
| Within the last 6 months                      | 495                         | Provider/<br>Payer | Would like to see some basic recordkeeping examples for Reimbursement. All levels of experience are at the meetings, and I think it would be surprising the variety of methods being used to estimate revenue reductions.                        |

**Healthcare Financial Management Association**  
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**Western Michigan 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                      | 495                         | Business Partner  | Nothing that comes to mind   |
| Within the last 6 months                      | 494                         | Business Partner  | Strategic issues, new service implementations, legal issues, cybersecurity, technology, AI, BI,  |
| Within the past 2 years                       | 495                         | Provider/Payer    | Benchmarking...who (vendors of software) does it well and how to implement into expense planning.  |
| Within the past 2 years                       | 494                         | Provider/Payer    | changes in reimbursement by the major payers, we've been saying to cut costs for years, why is it all of a sudden a massive priority   |
| Never   | 488                         | Provider/Payer    | Coding specialties, Coding. That would be my number 1 in your list above. A place were the professional coder could go to for answers. More coding education, or coding sceneries.   |
| Within the last 6 months                      | 495                         | Provider/Payer    | Financial planning process - development of monthly/quarterly/annual forecast/projection/budget. What works and what doesn't?  |
| Never   | 495                         | Provider/Payer    | I value information regarding tangible ways to improve the patient experience during point of service registration.  |
| Never   | 495                         | Provider/Payer    | Important business/financial aspects of health system/business management for physician leaders  |
| Within the past year                          | 495                         | Provider/Payer    | more focus on post acute challenges  |
| Within the past 2 years                       | 495                         | Provider/Payer    | n/a  |
| Within the last 6 months                      | 494                         | Provider/Payer    | NA   |
| Within the past 2 years                       | 494                         | Provider/Payer    | Nonprofit status with IRS: maintenance, rules, regs, documentation, community health well being  |
| Within the last 6 months                      | 489                         | Provider/Payer    | Physician related topics such as compensation, practices   |
| Never   | NULL                        | Provider/Payer    | Provider template efficiency   |
| Within the past 2 years                       | 494                         | Provider/Payer    | Seeing Past Presidents!!!!   |
| Within the last 6 months                      | 494                         | Provider/Payer    | Social Determinants of Health<br>Pharma / Drug Pricing Issues<br>Federal & State legislative and regulatory update<br>Improving the Patient Financial Experience<br>Cybersecurity and patient data breaches<br>Ethics and cases that have made the news<br>Changing health care - managing chronic conditions in an aging population |
| Within the last 6 months                      | 495                         | Provider/Payer    | This year it would have been beneficial to hear more about the change in LTC reimb - PDPM  |
| More than 2 years ago                         | 495                         | Provider/Payer    | Use cases for Robotic Process Automation (RPA) and Artificial Intelligence (AI) in healthcare revenue cycle and financial management.  |

**Healthcare Financial Management Association**  
**HFMA Chapter Survey (FY20)**  
**Western Michigan 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                      | 495                         | Business Partner  | Another barrier is simply the busy schedule I have to manage  |
| Never   | 495                         | Business Partner  | As a supervisor of a frontline team, some of the topics have not been applicable to me (or didn't seem very relevant based on the description). I would still attend them if I had the time, but managing my work-life balance means I have to limit what I say yes to. Some of the content in the events seems high level for my position, so while the information is nice to know, I might not be able to directly apply it to my position.      |
| Within the last 6 months                      | 494                         | Business Partner  | I only miss meetings due to another conflicting meeting that is usually similar but in a different location.  |
| Never   | 494                         | Business Partner  | I would love to attend, but unsure if my manager would approve as they are during work hours.   |
| More than 2 years ago                         | 490                         | Business Partner  | In my 12th year of retirement, I must admit that I still miss HFMA. As a long time member of the WMHFMA Chapter, I wish you all the best in the future as you all recon with changes occurring and I expect more to come.<br><br>I would enjoy catching up with you Rick. I'll leave my contact info.   |
| Within the last 6 months                      | 494                         | Business Partner  | Would like to have all the dates a year in advance  |
| Never   | 494                         | Provider/Payer    | I live a distance from most of the events to I would need to find something that really spoke to me in order to be able to justify the time/distance to attend.   |
| Within the last 6 months                      | 494                         | Provider/Payer    | A thought, try/pilot splitting a day-long event into two parts with two different health care themes that people can choose from when they register: Part one w/lunch (AM) \$15, Part two w/lunch (PM) \$15, Whole day w/lunch \$25. (Might get more people to attend, overall?)<br>Utilize part of the lunch period to present something to the group, e.g. new member topics, HFMA certification or just something amusing, even if it's a video? |
| Never   | 495                         | Provider/Payer    | Cost  |
| More than 2 years ago                         | 490                         | Provider/Payer    | either distance or timing of meeting conflicts with work schedule/load  |
| Within the past 2 years                       | 494                         | Provider/Payer    | Health System finance team rotates opportunities to attend seminars/offsite training/education events. Only attend every 3-4 years.   |
| Within the past year                          | 488                         | Provider/Payer    | HFMA provides excellent reference materials & opportunities - my job requires that I travel a lot for meetings, otherwise I would attend more HFMA events! Our team certainly takes advantage any time we can. Not only are the national resources extremely helpful, but the local chapter leaders are always friendly & responsive any time you need help. Great network of people!   |
| More than 2 years ago                         | 495                         | Provider/Payer    | I am usually not able to attend scheduled HFMA events as they conflict with my work schedule/workload.  |
| Within the past 2 years                       | 495                         | Provider/Payer    | I don't work in Revenue Cycle. That is a big and important area and seems to be the subject of most of the educational days. I rarely will take a work day to participate in out-of-town events such as the annual one in Mt Pleasant.  |
| Within the past year                          | 490                         | Provider/Payer    | I have not been receiving the notice of the meeting in my email and have missed events. Meeting are a hour and a half away.   |
| Never   | 493                         | Provider/Payer    | I live in Big Rapids so some are far away and I can not stay over to attend.  |
| Never   | 490                         | Provider/Payer    | I live out of the area. Distance travel is a concern.   |
| Within the last 6 months                      | 494                         | Provider/Payer    | I think it may be valuable to have sessions on a certain topic, then break out into groups and discuss how the various facilities/health organizations are operationalizing or dealing with the topic.  |
| Never   | 488                         | Provider/Payer    | If I could go during working hours and still get paid without taking paid time off.   |

**Healthcare Financial Management Association**  
**HFMA Chapter Survey (FY20)**  
**Western Michigan 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                      | 495                         | Provider/Payer    | if the events are closer to Grand Rapids.   |
| Within the past year                          | NULL                        | Provider/Payer    | I'm in internal audit so the topics aren't always relevant.   |
| Within the last 6 months                      | 495                         | Provider/Payer    | It is difficult to make all meetings relevant to everyone. I am in reimbursement and always attend the fall reimbursement session. I attend others when they do not conflict with our cost report season. There were times when I would have liked to attend the Hot Topics session, but it was always in October or November when it was difficult for me to take the time to attend |
| Never   | NULL                        | Provider/Payer    | It seems that I am only sent events that are located in East Lansing.   |
| Within the past 2 years                       | 494                         | Provider/Payer    | Keep on rockin!!  |
| Within the last 6 months                      | 495                         | Provider/Payer    | Many events are scheduled during the working day which makes it difficult to attend.  |
| More than 2 years ago                         | 493                         | Provider/Payer    | More interesting and relevant topics. Too much associated with revenue cycle and not strategic financial operations.  |
| Within the last 6 months                      | 494                         | Provider/Payer    | NA  |
| Within the past year                          | 495                         | Provider/Payer    | Not listed above is conflicting meetings at work that require my attendance   |
| Within the past 2 years                       | 495                         | Provider/Payer    | other priorities  |
| Never   | 495                         | Provider/Payer    | So far there has only been one event (coming this week) in the Grand Rapids area. It would be great if there could be more.   |
| Within the last 6 months                      | 495                         | Provider/Payer    | some are out of my area   |
| Never   | 493                         | Provider/Payer    | Sometimes the cost of the event is too much for me to afford to attend.   |
| Within the last 6 months                      | 495                         | Provider/Payer    | The dates of meetings often conflicts with month end scheduling.  |
| Never   | 495                         | Provider/Payer    | Times are with in my working hours  |
| Never   | 495                         | Provider/Payer    | Timing is difficult with clinical responsibilities  |
| Within the past 2 years                       | 494                         | Provider/Payer    | Usually I have a prior commitment and cannot attend or the topic isn't relevant to me.  |



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

**Western Michigan Chapter**

**Provider/Payer Responses Received: 92**  
**Provider/Payer percent of all Responses Received: 89%**

**FY20 Net Promoter Score: 25**  
**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:

|                          |                        |                         |
|--------------------------|------------------------|-------------------------|
| <b>Detractors</b><br>15% | <b>Passives</b><br>45% | <b>Promoters</b><br>40% |
|--------------------------|------------------------|-------------------------|



detailed NPS information 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:**

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

**Healthcare Financial Management Association  
 HFMA Chapter Survey (FY20) - Provider/Payer Dataset  
 Western Michigan 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  | 1          | 0  | 0  | 0  | 1  | 4  | 7        | 20  | 19        | 8  | 27  |
| Percent  | 1%         | 0% | 0% | 0% | 1% | 5% | 8%       | 23% | 22%       | 9% | 31% |
| Overall  | 15%        |    |    |    |    |    | 45%      |     | 40%       |    |     |
| P/P All Chapters   | 12%        |    |    |    |    |    | 29%      |     | 59%       |    |     |

**FY20 Net Promoter Score: 25**

**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 | Western Michigan Chapter |         |         |         |         | P/P All Chapters 5 Star | Your Chapter Percent 5 Stars |
|--|--------------------------|---------|---------|---------|---------|-------------------------|------------------------------|
|  | 1 Star                   | 2 Stars | 3 Stars | 4 Stars | 5 Stars |                         |                              |
| Producing quality educational programming  | 0%                       | 4%      | 11%     | 45%     | 39%     | 52%                     | 39%                          |
| Addressing the right issues and topics   | 0%                       | 4%      | 18%     | 42%     | 36%     | 47%                     | 36%                          |
| Locating events where I can access them  | 2%                       | 4%      | 22%     | 34%     | 37%     | 48%                     | 37%                          |
| Keeping me up to date on state and regional issues   | 0%                       | 3%      | 12%     | 42%     | 43%     | 52%                     | 43%                          |
| Providing connections to others in my field  | 0%                       | 3%      | 20%     | 34%     | 42%     | 50%                     | 42%                          |
| Providing easy access to information   | 0%                       | 0%      | 12%     | 47%     | 41%     | 51%                     | 41%                          |
| Chapter networking opportunities   | 0%                       | 3%      | 17%     | 36%     | 44%     | 50%                     | 44%                          |
| HFMA chapter overall   | 0%                       | 1%      | 8%      | 49%     | 42%     | 54%                     | 42%                          |

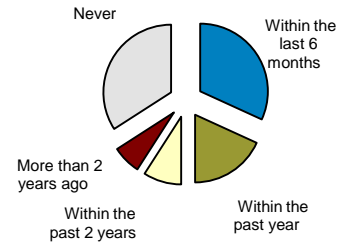
**Top Topics: members asked to select their top three topics**

| Please select your top three preferred topics from the list                  | Percent of time selected |                  | Your Chapter |
|--|--------------------------|------------------|--------------|
|  | Western Michigan Chapter | P/P All Chapters |              |
| Profitability analysis by product or service line                            | 20%                      | 19%              | 20%          |
| Accounting and financial reporting issues related to emerging payment models | 15%                      | 24%              | 15%          |
| Improving front end revenue cycle processes                                  | 18%                      | 23%              | 18%          |
| Changes in Medicare reimbursement policies                                   | 21%                      | 25%              | 21%          |
| Compliance with Medicare regulations   | 15%                      | 17%              | 15%          |
| Managing and measuring the total cost of care                                | 27%                      | 22%              | 27%          |
| Improving the patient financial experience                                   | 26%                      | 20%              | 26%          |
| Negotiating contracts with value based payment mechanisms                    | 10%                      | 13%              | 10%          |
| Prevention and management of denials   | 23%                      | 21%              | 23%          |
| Operationalizing structures and processes to reflect changing payment models | 18%                      | 17%              | 18%          |
| Business intelligence and data analytics                                     | 35%                      | 28%              | 35%          |
| State legislative and regulatory update                                      | 12%                      | 18%              | 12%          |
| State Medicaid program   | 13%                      | 18%              | 13%          |
| Local payors and employers response to ongoing changes in healthcare         | 17%                      | 17%              | 17%          |

**Healthcare Financial Management Association**  
**HFMA Chapter Survey (FY20) - Provider/Payer Dataset**  
**Western Michigan Chapter**

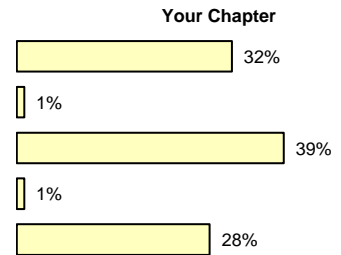
**Attending an educational event**

| When was the last time that you attended a chapter event? | Western Michigan Chapter | P/P All Chapters |
|---|--------------------------|------------------|
| Within the last 6 months                                  | 32%                      | 39%              |
| Within the past year                                      | 18%                      | 19%              |
| Within the past 2 years                                   | 9%                       | 10%              |
| More than 2 years ago                                     | 7%                       | 8%               |
| Never   | 34%                      | 23%              |



**Attendance Barriers**

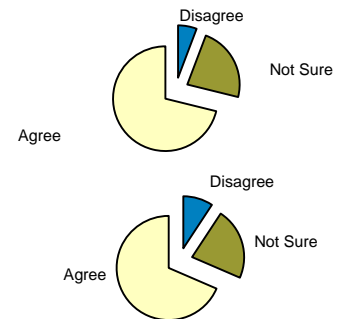
| Which barriers prevent you from attending events more frequently?                   | Percent of time selected |                  |
|---|--------------------------|------------------|
|   | Western Michigan Chapter | P/P All Chapters |
| Event content not relevant to my job or misses the mark                             | 32%                      | 26%              |
| The audience present does not support meaningful networking                         | 1%                       | 3%               |
| The locations are not accessible to me  | 39%                      | 25%              |
| 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.) | 28%                      | 38%              |



**New Member\* Perceptions**

|   | Western Michigan Chapter | P/P All Chapters |
|---|--------------------------|------------------|
| <b>I received a personal welcome from my HFMA chapter</b>           |                          |                  |
| Disagree  | 6%                       | 6%               |
| Not Sure  | 23%                      | 21%              |
| Agree   | 71%                      | 73%              |
| <b>I understand how to become more engaged with my HFMA chapter</b> |                          |                  |
| Disagree  | 9%                       | 7%               |
| Not Sure  | 22%                      | 24%              |
| Agree   | 69%                      | 69%              |

|                         |     |
|-------------------------|-----|
| Sample (new members):   | 61  |
| Percent of Respondents: | 66% |



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