

Eastern Michigan Chapter

Chapter Scores for CBSC:

FY18 Overall High Satisfaction*: 93%

FY17 Overall High Satisfaction: 73%

Favorable/Unfavorable FY17 to FY18: 20%

*FY18 High Satisfaction calculated by summing the total of respondents scoring 4 stars and 5 stars on the HFMA Overall question found on page 2 of the attached report.

New Chapter Member Survey and Report Format

We have completely revised the chapter survey and report this year with the aim of transitioning to a more experienced-based and simplified measure of member engagement.

- Member loyalty measured with net promoter score.
- Perception of chapter services measured with star ratings.
- Member interests reflected in top three topics selected.
- Barriers to attending chapter events indicated by members.
- Perceptions of the chapter by new members.
- Verbatim comments offer illustrations of member experience.
- All questions illustrated again from the standpoint of members from provider and payer settings (business partners excluded).

Thank You!

We deeply appreciate all the work that you do to provide value to our members and we strive to provide tools to assist you in this effort. Please contact chapter@hfma.org for questions regarding this report.

Healthcare Financial Management Association

HFMA Chapter Survey (FY18)

January 2018



Sample Size: 517
Responses Received: 74
Response Rate: 14%

FY18 Net Promoter Score: 54
FY18 All Chapter Average Net Promoter Score: 50

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 51. Our top performing chapters (top quartile) scored over 63.

FY18 Net Promoter Score Benchmarks:

10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
29	43	51	63	72

Your FY18 Net Promoter Score is composed of:

Promoters 63%	Passives 28%	Detractors 9%
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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 September 1, 2017.

Survey Timeline:

First email request with link to online survey sent on October 17, 2017.

Second email with link to survey sent to non-respondents on October 23, 2017.

Third request to complete survey sent to non-respondents on October 30, 2017.

**Healthcare Financial Management Association
 HFMA Chapter Survey (FY18)
 Eastern Michigan Chapter**

Net Promoter Score: an indicator of customer loyalty

Q1. On a scale from 1-10, 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	1	4	1	5	14	17	25
Percent	0%	0%	0%	0%	1%	6%	1%	7%	21%	25%	37%
Overall	9%						28%		63%		
All Chapters	11%						28%		61%		

FY18 Net Promoter Score: **54**

All Chapters FY18 Average Net Promoter Score: **50**

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	Eastern 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%	4%	4%	35%	56%	49%	56%
Addressing the right issues and topics	0%	4%	4%	36%	56%	46%	56%
Locating events where I can access them	3%	3%	9%	38%	47%	50%	47%
Keeping me up to date on state and regional issues	0%	1%	7%	34%	58%	51%	58%
Providing connections to others in my field	1%	3%	18%	36%	42%	49%	42%
Providing easy access to information	0%	4%	7%	36%	53%	48%	53%
Chapter networking opportunities	0%	6%	15%	34%	45%	50%	45%
HFMA chapter overall	0%	1%	5%	37%	56%	53%	56%

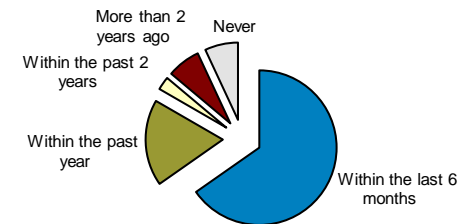
**Healthcare Financial Management Association
 HFMA Chapter Survey (FY18)
 Eastern Michigan Chapter**

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
	All Chapters	Eastern Michigan Chapter	
Managing bundled payments	8%	14%	14%
Accounting and financial reporting issues related to emerging payment models	26%	24%	24%
Improving front end revenue cycle processes	23%	15%	15%
Changes in Medicare reimbursement policies	25%	32%	32%
Compliance in Medicare regulations	16%	12%	12%
Managing and measuring the total cost of care	25%	23%	23%
Improving the patient financial experience	18%	14%	14%
Negotiating contracts with value based payment mechanisms	14%	27%	27%
Prevention and management of denials	18%	5%	5%
Operationalizing structures and processes to reflect changing payment models	23%	24%	24%
Financial data analytics and business intelligence	38%	42%	42%
State legislative and regulatory update	27%	22%	22%
State Medicaid program	19%	18%	18%
Local payors and employers response to ongoing change in healthcare	20%	27%	27%

Attending an educational event

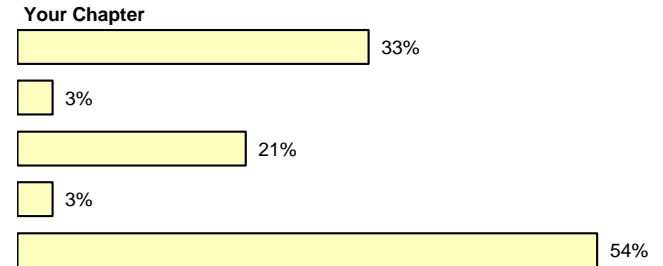
When was the last time that you attended a chapter event?	Eastern Michigan Chapter
Within the last 6 months	65%
Within the past year	18%
Within the past 2 years	3%
More than 2 years ago	7%
Never	7%



**Healthcare Financial Management Association
 HFMA Chapter Survey (FY18)
 Eastern Michigan Chapter**

Attendance Barriers

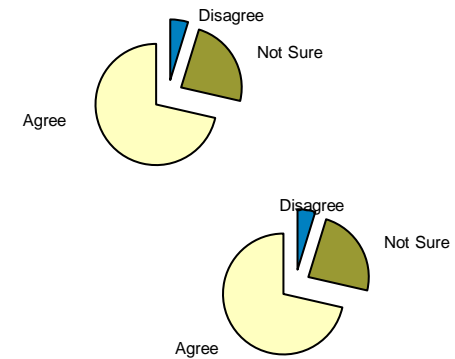
Which barriers prevent you from attending events more frequently?	Percent of time selected	
	All Chapters	Eastern Michigan Chapter
Event content not relevant to my job or misses the mark	30%	33%
The audience present does not support meaningful networking	8%	3%
The locations are not accessible to me	22%	21%
The quality of events does not meet expectations	4%	3%
N/A: (I usually attend / live out of the area / I work in a different field / etc.)	49%	54%



New Member* Perceptions

	All Chapters	Eastern Michigan Chapter
I received a personal welcome from my HFMA chapter		
Disagree	8%	5%
Not Sure	16%	24%
Agree	76%	71%
I understand how to become more engaged with my HFMA chapter		
Disagree	8%	5%
Not Sure	24%	24%
Agree	68%	71%

Sample: 22 Percent of Respondents: 30%



* Questions presented to members joining from June 1, 2015 through September 1, 2017

Healthcare Financial Management Association
HFMA Chapter Survey (FY18)
Eastern 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	Comment
< 6 months	292	HFMA should team up with the MHA and support Healthcare Financial Management issues to be published in MHA Monday Reports.
< 6 months	480	Educational events seem to be focused on hospital-related topics. Very little information on managed care, contracting, trends in health plan reimbursement or physician organizations. Please also look into different locations in other parts of the metro area for events
< 6 months	480	Webinars are cost and time efficient. More in person meetings would improve my ratings.
< 6 months	480	Educational events are excellent. It is a very good group. The secretary does a great job!
< 6 months	480	Provide educational programming that is not so hospital focused. Programs that appeal to physican organizations, health plans, clinical intergrated networks, accountable care organizations...
< 6 months	480	Expand focus to create more payor engagement
< 6 months	481	Maybe if signs or balloons are put out to help us find the conference location when we arrive at the chosen venue.
< 6 months	482	Change up the networking opportunities (always the same thing each year).
< 6 months	483	Better chapter networking events or opportunities. Getting responses back from chapter heads has been difficult in regard to volunteering or offering assistance.
< 1 year	480	No improvements necessary!
< 1 year	480	Build a library on the Web Based content and other presentations for future reference.
< 1 year	480	It would be nice if you could change up the location a little bit more - seems to rotate between Trinity and St. John Providence. Maybe something in Detroit to accommodate the HFHS/DMC contingent? Also, perhaps something at the end of the day with a networking hours as opposed to the beginning of the day just for a change of pace?
< 1 year	481	You'll continue to attract only accountants and finance people unless you're more inclusive. You ought to drive interest in those areas including but limited to Supply Chain Management and Informatics that often report up through Finance. Include some educational tracks for this group and aggressively recruit them.
< 1 year	482	The events always seem to be during the day and on Fridays that conflict. The events I have attended it seemed awfully intimidating as someone not working in accounting, rev cycle, or decision support.
> 2 years	480	I've been a member for many years. I think HFMA is very valuable to the hospital side of healthcare. I would like to see more programs and services for physician organizations and health plans.
Never	481	I am new and just learning what HFMA has to offer, so next time I may be more prepared to offer improvement ideas.
	480	Networking opportunities are great, but not always practical. Would like to see increased webinar options for key events.

Healthcare Financial Management Association
HFMA Chapter Survey (FY18)
Eastern 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	Comment
< 6 months	292	Transparency & BCBSM reimbursement changes....Hospital Mergers and career improvements
< 6 months	480	Net revenue models. Income statement approach vs. balance sheet approach. AR valuation tools.
< 6 months	480	Success in an ACO/Medicare APM's
< 6 months	480	Capital budgeting
< 6 months	480	related to item#2: understanding change in "site of service" for better financial modeling
< 6 months	481	How to invest in yourself to obtain promotions within the company you work for..
< 6 months	481	MACRA MIPS MU
< 6 months	483	Emerging workforce needs for Talent in Michigan
< 6 months	483	Excel basic and advanced.
< 6 months	483	Burial of Obamacare
< 1 year	480	Physician Compensation issues Graduate Medical Education funding strategies
< 1 year	480	How others employ rolling forecast models and how they use this in tandem with or in place of annual operating budgets; productivity monitoring and labor initiatives employed at other systems;
< 1 year	482	Business case and pro forma development considering the topics above
	481	Opportunities for providers to squeeze \$ from FS world while building risk in a Value Based world.

Healthcare Financial Management Association
HFMA Chapter Survey (FY18)
Eastern 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	Comment
< 6 months	480	See previous comments. Don't want to drive almost an hour for events
< 6 months	480	Cost
< 6 months	480	Usually related to work environment
< 6 months	480	I'm interested in accounting and finance. Locations are not always accessible for me.
< 6 months	480	conflict with work demands
< 6 months	480	No barriers listed above. My job is very demanding of my time, so unable to attend as often as I would like. Also, my company is not always willing to pay for educations-- it really must pertain specifically to my job or we have to pay out-of-pocket. My personal budget many times does not allow for this, especially fall conference.
< 6 months	481	Depending on the topics sometimes it just is not relevant to my work. Also, with my work I deal with vendors for a lot of service lines so I try to network, but don't want to be hassled either with sales pitches. It hasn't been bad at the Eastern Michigan Chapter events though, I will say. Also, sometimes I think there are topics that are only relevant to like Hospital administrators, as opposed to Revenue Cycle Leaders. Recently there was one on benchmarking, but it was all geared towards like hospital accounting departments and FTE balance, PTO, non-worked hours, etc. Pointing out who each even is a little more geared towards would help. I thought it would be around benchmarking performance for PFS or PA and collections, revenue, etc. It was totally outside of the wheelhouse of I and anyone else that I know who would be attending.
< 6 months	481	Cost is also a barrier
< 6 months	482	time constraints - too much work to do...
< 6 months	483	Sometimes it the workload that prevents me from attending. So busy trying to meet deadlines
< 6 months	483	Main barrier is time. I have to weigh the relevance of the program to my work.
< 6 months	483	Is it possible to offer after hours networking events, learning, or networking opportunities such as happy hour, dinner, etc. It can be difficult to leave work for half day or full day seminars. Saturday's or evenings would be nice occasionally just to keep in touch with important topics and network.
< 6 months	483	I would be interested in more evening events (even if only 1 per fiscal year).
< 6 months	483	I usually attend if it fits my schedule.
< 1 year	480	I would attend more of these events if my work calendar allowed. Usually I have a conflict, but the best times are meetings in the morning that end by noon.
< 1 year	480	It's really just a matter of being too busy to be able to attend

Healthcare Financial Management Association
HFMA Chapter Survey (FY18)
Eastern 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	Comment
< 1 year	480	There are many events that I would love to attend, but my schedule interferes. I'm the manager of a small department, so it's hard for me to be off-line for a full day or half-day. I make it as often as I can, but between the travel and the length of the event, it can consume most of the day.
< 1 year	481	Travel schedule; live in the area, frequently work out of the area.
< 1 year	481	Work and personnel commitments limit the amount of time I have available to attend outside meetings and conferences.
< 1 year	482	Events seem to be on Fridays or during the day, evening events would be appreciated.
< 2 years	480	Too busy to drive 3 hours round trip for the events.
> 2 years	480	Too busy and simply for some reason not making the time to attend
Never	481	Location and cost
Never	481	I am new to HFMA and have not signed up for any events yet.
Never	482	Events are usually far away for me and occur at the beginning of the week when schedules are busiest. Friday is usually the only day I would be able to attend. A central / downtown locations would also be best.

Healthcare Financial Management Association

HFMA Chapter Survey (FY18) - Provider/Payer Dataset

January 2018



Provider/Payer Responses Received: 51
Provider/Payer percent of all Responses Received: 69%

FY18 Net Promoter Score: 51
FY18 All Chapter Average Net Promoter Score: 50

FY18 Net Promoter Score Benchmarks:

10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
29	40	53	66	73

Your FY18 Net Promoter Score is composed of:

Promoters 62%	Passives 28%	Detractors 11%
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Net Promoter Score: an indicator of customer loyalty

Q1. On a scale from 1-10, 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	1	3	1	3	10	14	15
Percent	0%	0%	0%	0%	2%	6%	2%	6%	21%	30%	32%
Overall	11%						28%		62%		
P/P All Chapters	11%						28%		61%		

FY18 Net Promoter Score: 51

P/P All Chapters FY18 Average Net Promoter Score: 50

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	Eastern 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%	6%	4%	33%	57%	48%	57%
Addressing the right issues and topics	0%	6%	2%	40%	52%	46%	52%
Locating events where I can access them	4%	4%	14%	39%	39%	48%	39%
Keeping me up to date on state and regional issues	0%	2%	6%	38%	54%	51%	54%
Providing connections to others in my field	2%	2%	25%	35%	35%	49%	35%
Providing easy access to information	0%	2%	10%	47%	41%	48%	41%
Chapter networking opportunities	0%	6%	18%	35%	41%	50%	41%
HFMA chapter overall	0%	2%	6%	40%	52%	53%	52%

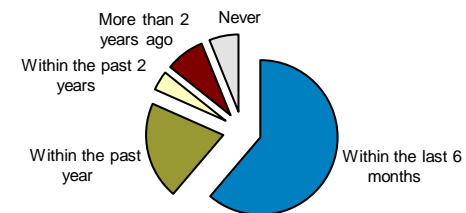
**Healthcare Financial Management Association
 HFMA Chapter Survey (FY18) - Provider/Payer Dataset
 Eastern Michigan Chapter**

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
	P/P All Chapters	Eastern Michigan Chapter	
Managing bundled payments	8%	14%	14%
Accounting and financial reporting issues related to emerging payment models	26%	20%	20%
Improving front end revenue cycle processes	21%	16%	16%
Changes in Medicare reimbursement policies	25%	29%	29%
Compliance in Medicare regulations	15%	14%	14%
Managing and measuring the total cost of care	27%	27%	27%
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Negotiating contracts with value based payment mechanisms	15%	33%	33%
Prevention and Management of Denials	19%	6%	6%
Operationalizing structures and processes to reflect changing payment models	22%	24%	24%
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Local payors and employers response to ongoing change in healthcare	19%	29%	29%

Attending an educational event

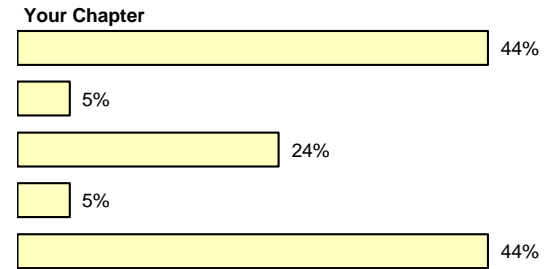
When was the last time that you attended a chapter event?	Eastern Michigan Chapter
Within the last 6 months	61%
Within the past year	20%
Within the past 2 years	4%
More than 2 years ago	8%
Never	6%



**Healthcare Financial Management Association
 HFMA Chapter Survey (FY18) - Provider/Payer Dataset
 Eastern Michigan Chapter**

Attendance Barriers

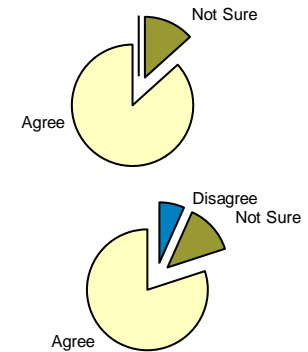
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	P/P All Chapters	Eastern Michigan Chapter
Event content not relevant to my job or misses the mark	32%	44%
The audience present does not support meaningful networking	4%	5%
The locations are not accessible to me	26%	24%
The quality of events does not meet expectations	4%	5%
N/A: (I usually attend / live out of the area / I work in a different field / etc.)	46%	44%



New Member* Perceptions

	P/P All Chapters	Eastern Michigan Chapter
I received a personal welcome from my HFMA chapter		
Disagree	7%	0%
Not Sure	15%	13%
Agree	78%	87%
I understand how to become more engaged with my HFMA chapter		
Disagree	7%	7%
Not Sure	23%	13%
Agree	69%	80%

Sample: 15 Percent of Respondents: 20%



* Questions presented to members joining from June 1, 2015 through September 1, 2017