

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

**Massachusetts-Rhode Island Chapter**

Sample Size:	1,015
Responses Received:	94
Response Rate:	9%
FY20 Net Promoter Score:	49
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> 8%	<b>Passives</b> 35%	<b>Promoters</b> 57%
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detailed NPS information on page 2

Your FY20 combined Four and Five Star Rating-Chapter Overall: **90%**  
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)

### Massachusetts-Rhode Island 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	1	0	6	11	20	12	39
Percent	0%	0%	0%	0%	1%	0%	7%	12%	22%	13%	44%
Overall	8%							35%		57%	
All Chapters	12%							28%		60%	

FY20 Net Promoter Score: **49**

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	Massachusetts-Rhode Island 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%	3%	9%	39%	<b>49%</b>	54%	49%
Addressing the right issues and topics	0%	1%	16%	36%	<b>47%</b>	49%	47%
Locating events where I can access them	1%	3%	21%	29%	<b>46%</b>	51%	46%
Keeping me up to date on state and regional issues	0%	4%	11%	34%	<b>51%</b>	53%	51%
Providing connections to others in my field	1%	2%	16%	31%	<b>49%</b>	51%	49%
Providing easy access to information	0%	0%	12%	38%	<b>50%</b>	52%	50%
Chapter networking opportunities	1%	5%	14%	38%	<b>41%</b>	51%	41%
HFMA chapter overall	0%	0%	10%	40%	<b>50%</b>	55%	50%

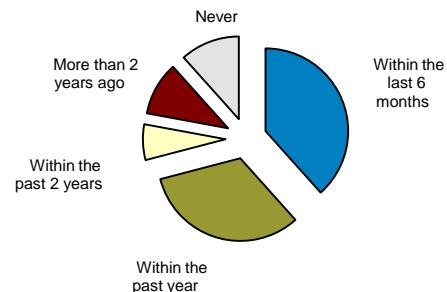
#### Top Topics: members asked to select their top three topics

Please select your top three preferred topics from the list	Percent of time selected		Your Chapter
	Massachusetts-Rhode Island Chapter	All Chapters	
Profitability analysis by product or service line	<b>16%</b>	18%	16%
Accounting and financial reporting issues related to emerging payment models	<b>19%</b>	22%	19%
Improving front end revenue cycle processes	<b>24%</b>	23%	24%
Changes in Medicare reimbursement policies	<b>19%</b>	24%	19%
Compliance with Medicare regulations	<b>9%</b>	16%	9%
Managing and measuring the total cost of care	<b>18%</b>	21%	18%
Improving the patient financial experience	<b>20%</b>	22%	20%
Negotiating contracts with value based payment mechanisms	<b>17%</b>	12%	17%
Prevention and management of denials	<b>18%</b>	20%	18%
Operationalizing structures and processes to reflect changing payment models	<b>24%</b>	17%	24%
Business intelligence and data analytics	<b>39%</b>	28%	39%
State legislative and regulatory update	<b>19%</b>	20%	19%
State Medicaid program	<b>11%</b>	17%	11%
Local payors and employers response to ongoing changes in healthcare	<b>16%</b>	17%	16%

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Massachusetts-Rhode Island Chapter**

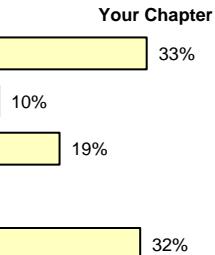
**Attending an educational event**

When was the last time that you attended a chapter event?	Massachusetts-Rhode Island Chapter	All Chapters
Within the last 6 months	38%	43%
Within the past year	33%	18%
Within the past 2 years	7%	9%
More than 2 years ago	10%	8%
Never	12%	22%



**Attendance Barriers**

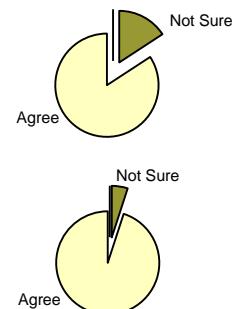
Which barriers prevent you from attending events more frequently?	Percent of time selected	
	Massachusetts-Rhode Island Chapter	All Chapters
Event content not relevant to my job or misses the mark	33%	24%
The audience present does not support meaningful networking	10%	4%
The locations are not accessible to me	19%	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.)	32%	41%



**New Member\* Perceptions**

I received a personal welcome from my HFMA chapter	Massachusetts-Rhode Island Chapter	All Chapters
Disagree	0%	7%
Not Sure	16%	20%
Agree	84%	74%
I understand how to become more engaged with my HFMA chapter		
Disagree	0%	7%
Not Sure	5%	24%
Agree	95%	70%

Sample (new members):	23
Percent of Respondents:	24%



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

**Healthcare Financial Management Association  
HFMA Chapter Survey (FY20)  
Massachusetts-Rhode Island 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 past year	372	Business Partner	"Right" issues and topics is completely subjective. I feel the chapter does a good job on seeking input from members but the chapter also cannot be all things to all members. Let's keep asking the membership and build programs around their responses - as well as being attentive to state and national issues and trends!
	018	Business Partner	A. cover the topics and issues better B. if HFMA wants to cover issues in LT / Rehab. get to know them better C. Offer ceus for professional licenses -- other than CPA
Within the last 6 months	020	Business Partner	Great Chapter!
Within the past year	014	Provider/ Payer	I do not receive information about any educational opportunities other than the monthly meetings. Many of the social events are too far away for me. State and regional issues are not always covered timely. I rely on MHA for this.
Within the last 6 months	021	Business Partner	I think HFMA would benefit from having less frequent e-mail messages as they can water down the effect. By having fewer e-mails, but categorizing the thought pieces and literature by area you may be more likely to get people to do a full scan. The CFA Institute has done this with their monthly news mailing. It doesn't need to be reduced to monthly as that may be too few to have an impact, but perhaps weekly or bi-weekly. HFMA could also hold more webinar type sessions or potentially solicit input from members to crowdsource ideas on emerging topics in the space.
More than 2 years ago	011	Provider/ Payer	I wish you would have more events closer to the middle of the state rather than almost always holding them in the eastern sector. It would be nice if at least a couple of events were held in Western Mass.
Within the last 6 months	021	Business Partner	I'm unaware of any regular calls that review updates and highlights on regulations that bring local hospitals together to share what's going on. I think that would be a great addition to the offerings if not done so yet. i.e.. NJ HFMA has a monthly call for Revenue Integrity Topics. it is typically well attended and folks speak up and share.
Within the past year	029	Provider/ Payer	It is predominantly Massachusetts based and would be nice if more events/meetings were held in RI or closer to RI border. Perhaps that would get more RI subscribers? It is also predominantly hospital based and would be nice if providers and insurer topics were included.
Within the past year	010	Provider/ Payer	Make the emails (the main form of communication) less busy and easier to navigate. Or have emails be more focused with members choosing which emails they want to receive?
Within the past 2 years	011	Provider/ Payer	Many events and programs are help in the Boston area. I am from Western Mass and would like to see more events out here or even in Worcester.
Never	018	Provider/ Payer	More CPE offerings that are outside of the conferences and seminars.
	021	Business Partner	More networking between conferences. More networking at conferences. More support from administration to run conferences and organizing committees.
	029	Provider/ Payer	More topics related to large practice management groups would be helpful
Within the past year	021	Provider/ Payer	n/a
Within the last 6 months	021	Business Partner	Networking and facilitating connections should be a part of every event. I think the revenue cycle does a nice job with the social interaction since its expansion several years ago.

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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
Within the past year	028	Provider/ Payer	None of the conferences I have attended include information about RI. This is the Mass-RI chapter yet all of the information provided is related to Mass.
More than 2 years ago	016	Provider/ Payer	Please continue to offer webinars as this often times is the only way I can participate in programs that are offered.
Never	021	Provider/ Payer	Thank you. Great job!!
More than 2 years ago	018	Provider/ Payer	The education topics are always the same rotation, Compliance, Acct'g update, Rev cycle etc. Might be a good one to have a panel share specific cost savings opportunities or revenue opportunities that relate to operations.
Within the past year	026	Provider/ Payer	There has not been discussion on the MA proposed regs on Surprise Billing, Patient Communications - should as opposed to required, and open forum on tax law changes such as qualified transportation tax on how individual systems in MA are handling or impacted by the changes. Real life instances on how entities are dealing with issues are important ways to learn how to help your own organization. I think hospital systems are afraid to say how things are impacting them and how they are dealing with it - and that information could really help other fellow hospital systems.
Within the last 6 months	016	Provider/ Payer	They are an amazing group of highly dedicated professionals!

**Healthcare Financial Management Association  
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**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
	018	Business Partner	Medicaid upper limit tests FFP ---- When addressing Medicaid ---tell the other side of the story -- fill in the gap.
Within the past year	372	Business Partner	More discussion from providers on their decision-making process that led to an outcome - good or bad! - and how they either institutionalized that process or policy, or how they recognized and recalculated in order to fix the problem which wasn't solved.
Within the last 6 months	018	Business Partner	More Local Webinar Opportunities for CPE
Within the last 6 months	021	Business Partner	Operational improvements, best practices of bringing the many areas of the Revenue Cycle together. What has failed, learning from our mistakes and what has been successful. More presenters from the Provider Side.
Within the last 6 months	015	Business Partner	Vendor Management
Within the last 6 months	021	Provider/ Payer	Compliance with Medicare and Mass Health. Sorry I couldn't get the boxes to work on my cell phone.
Never	018	Provider/ Payer	engaging revenue cycle staff and productivity measures engaging IT sources to maximize resources
Within the last 6 months	018	Provider/ Payer	Implications of Medicare for All
Within the past year	021	Provider/ Payer	leadership and organizational culture
	029	Provider/ Payer	Practice management models
Within the past year	026	Provider/ Payer	Surprise Billing & Tax law - dealing with the qualified parking fringe
Within the last 6 months	021	Provider/ Payer	Workforce productivity, compensation plans and position control as options.

**Healthcare Financial Management Association  
HFMA Chapter Survey (FY20)  
Massachusetts-Rhode Island 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 past year	372	Business Partner	I have recently located to Tennessee, so am not able to participate as frequently. I'm on the RCC, and have always found that to be the most relevant event for me to attend. :)
Within the past year	024	Business Partner	I no longer attend the meetings as over the years I have attended them all. The chapter needs to change some of the events and try a new venue for the January conference.
Never	026	Business Partner	I travel in my current job and was not able to attend the events.
Within the last 6 months	021	Business Partner	I work in healthcare finance and look for networking opportunities with financial decision makers in institutions (typically CFO-types). I have found many of the events are geared to Revenue Cycle which is less relevant to me.
Within the past 2 years	020	Business Partner	I work in post-acute care. Most content is aimed at hospital systems and physician practices.
Within the last 6 months	018	Business Partner	just conflicts on schedules
Within the last 6 months	021	Business Partner	Networking should be a focus at each event.
Within the last 6 months	018	Business Partner	Try to attend, location is central, but Traffic is terrible, need location that is not on Route 9 or on major route.  It is tough to get out of office, but adding 3 to 4 hours, adds to difficulty.  Perhaps, Have it Downtown Boston, more commuting options.
Within the last 6 months	021	Business Partner	Use one of the apps you can download so you can be interactive with the attendees while at the conference. Promote the use of this technology to keep everyone in the loop at these conferences and encourage interaction within them. Networking needs to be interactive.  You can't hit content for everyone so when a seminar is specific, it is going to narrow the field of attendees however this is necessary.
Within the past year	021	Provider/ Payer	competing interests with multiple events, work schedule, family etc.
Within the past year	010	Provider/ Payer	Have local events in Western/Central Mass
Never	028	Provider/ Payer	Have not been able to take time out of work to attend.
More than 2 years ago	018	Provider/ Payer	I am located in New Hampshire and metro Boston locations are not convenient, particularly south of the city.
Within the past year	011	Provider/ Payer	I often have scheduling conflicts. I'd attend part day, but the locations often make that a less accessible option.
Within the past year	014	Provider/ Payer	I try to attend the Accounting and Regulatory meeting each year. I also like to attend the Revenue Cycle conference, but timing and location sometimes make it difficult. The Regional conference in May is also one that I try to make as it is all encompassing in terms of programs.

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Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
Within the past 2 years	024	Provider/ Payer	If the content is more focused on revenue cycle operations, although interesting, not directly related to my work
More than 2 years ago	011	Provider/ Payer	Location is the biggest driver as I would have to lose an entire day in order to attend an event. If the events were shorter in duration (say a half day) and more conveniently located, I could still work a half of a day and earn the education credits I need to uphold my license.
More than 2 years ago	018	Provider/ Payer	Maybe have an audience that is just CFO's for example so content is relative to that position
Within the past 2 years	011	Provider/ Payer	See previous comments
Within the past year	021	Provider/ Payer	The incremental benefit from the sessions don't make it cost effective to take the time away from the office when things are so busy and there are so many pressing issues to deal with in my role.
More than 2 years ago	016	Provider/ Payer	The timing of the meetings doesn't always fit my schedule. Also, my organization is very particular on how many meetings we attend externally as well as the topics need to be relevant to our area otherwise we cannot attend.
Within the last 6 months	021	Provider/ Payer	Work schedules overlaps some meetings.
More than 2 years ago	018	Provider/ Payer	Would like to see more CFO's and finance executives attending.

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

## Massachusetts-Rhode Island Chapter

Provider/Payer Responses Received: 61  
Provider/Payer percent of all Responses Received: 65%

FY20 Net Promoter Score: 46  
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> 9%	<b>Passives</b> 36%	<b>Promoters</b> 55%
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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 August 31, 2019.

### Survey Timeline:

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Healthcare Financial Management Association  
 HFMA Chapter Survey (FY20) - Provider/Payer Dataset  
 Massachusetts-Rhode Island 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	1	0	4	7	13	9	22
Percent	0%	0%	0%	0%	2%	0%	7%	13%	23%	16%	39%
Overall	9%							36%		55%	
P/P All Chapters	12%							29%		59%	

FY20 Net Promoter Score: **46**

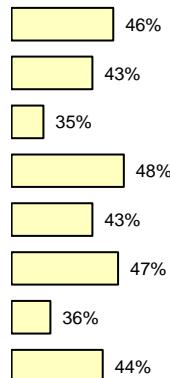
P/P All Chapters FY20 Average Net Promoter Score: **47**



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	Massachusetts-Rhode Island Chapter					P/P All Chapters 5 Star
	1 Star	2 Stars	3 Stars	4 Stars	5 Stars	
Producing quality educational programming	0%	3%	7%	44%	46%	52%
Addressing the right issues and topics	0%	0%	16%	41%	43%	47%
Locating events where I can access them	2%	5%	23%	35%	35%	48%
Keeping me up to date on state and regional issues	0%	5%	10%	38%	48%	52%
Providing connections to others in my field	0%	0%	18%	39%	43%	50%
Providing easy access to information	0%	0%	12%	42%	47%	51%
Chapter networking opportunities	0%	5%	11%	48%	36%	50%
HFMA chapter overall	0%	0%	5%	51%	44%	54%

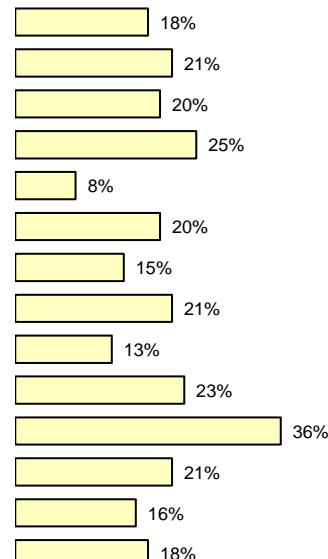
Your Chapter Percent 5 Stars



Top Topics: members asked to select their top three topics

Please select your top three preferred topics from the list	Percent of time selected	
	Massachusetts-Rhode Island Chapter	P/P All Chapters
Profitability analysis by product or service line	18%	19%
Accounting and financial reporting issues related to emerging payment models	21%	24%
Improving front end revenue cycle processes	20%	23%
Changes in Medicare reimbursement policies	25%	25%
Compliance with Medicare regulations	8%	17%
Managing and measuring the total cost of care	20%	22%
Improving the patient financial experience	15%	20%
Negotiating contracts with value based payment mechanisms	21%	13%
Prevention and management of denials	13%	21%
Operationalizing structures and processes to reflect changing payment models	23%	17%
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State Medicaid program	16%	18%
Local payors and employers response to ongoing changes in healthcare	18%	17%

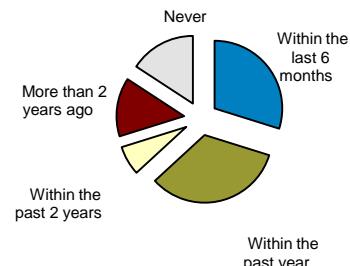
Your Chapter



**Healthcare Financial Management Association  
HFMA Chapter Survey (FY20) - Provider/Payer Dataset  
Massachusetts-Rhode Island Chapter**

**Attending an educational event**

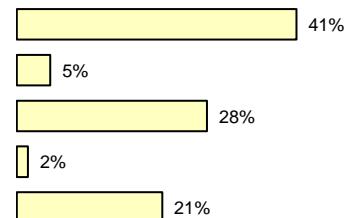
When was the last time that you attended a chapter event?	Massachusetts-Rhode Island Chapter	P/P All Chapters
Within the last 6 months	30%	39%
Within the past year	33%	19%
Within the past 2 years	7%	10%
More than 2 years ago	14%	8%
Never	16%	23%



**Attendance Barriers**

Which barriers prevent you from attending events more frequently?	Percent of time selected	
	Massachusetts-Rhode Island Chapter	P/P All Chapters
Event content not relevant to my job or misses the mark	41%	26%
The audience present does not support meaningful networking	5%	3%
The locations are not accessible to me	28%	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.)	21%	38%

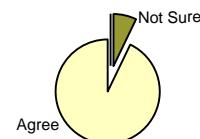
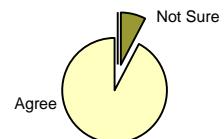
Your Chapter



**New Member\* Perceptions**

I received a personal welcome from my HFMA chapter	Percent of Respondents	
	Massachusetts-Rhode Island Chapter	P/P All Chapters
Disagree	0%	6%
Not Sure	8%	21%
Agree	92%	73%
I understand how to become more engaged with my HFMA chapter		
Disagree	0%	7%
Not Sure	7%	24%
Agree	93%	69%

Sample (new members):	16
Percent of Respondents:	26%



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