

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

Maryland Chapter

Sample Size:	614
Responses Received:	92
Response Rate:	15%
FY20 Net Promoter Score:	57
FY20 All Chapter Average Net Promoter Score:	49

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

FY20 Net Promoter Score Benchmarks:

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

Your FY20 Net Promoter Score is composed of:

Detractors 5%	Passives 33%	Promoters 62%
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detailed NPS information on page 2

Your FY20 combined Four and Five Star Rating-Chapter Overall: **93%**
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)

Maryland Chapter

Net Promoter Score: an indicator of customer loyalty

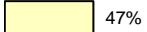
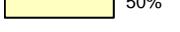
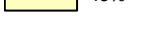
Q1. On a scale from 0-10, how likely are you to recommend your chapter to a friend or colleague?											
	Detractors							Passives		Promoters	
	0	1	2	3	4	5	6	7	8	9	10
Count	0	1	0	0	0	1	2	7	22	13	41
Percent	0%	1%	0%	0%	0%	1%	2%	8%	25%	15%	47%
Overall	5%							33%		62%	
All Chapters	12%							28%		60%	

FY20 Net Promoter Score: **57**

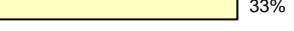
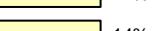
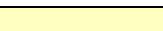
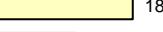
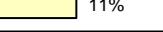
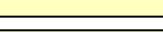
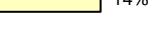
All Chapters FY20 Average Net Promoter Score: **49**

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	Maryland Chapter					All Chapters 5 Star	Your Chapter Percent 5 Stars
	1 Star	2 Stars	3 Stars	4 Stars	5 Stars		
Producing quality educational programming	1%	2%	8%	42%	47%	54%	 47%
Addressing the right issues and topics	1%	0%	12%	40%	46%	49%	 46%
Locating events where I can access them	1%	1%	18%	31%	48%	51%	 48%
Keeping me up to date on state and regional issues	1%	0%	10%	33%	56%	53%	 56%
Providing connections to others in my field	1%	4%	10%	34%	51%	51%	 51%
Providing easy access to information	1%	0%	16%	33%	50%	52%	 50%
Chapter networking opportunities	1%	3%	15%	39%	42%	51%	 42%
HFMA chapter overall	0%	0%	7%	48%	45%	55%	 45%

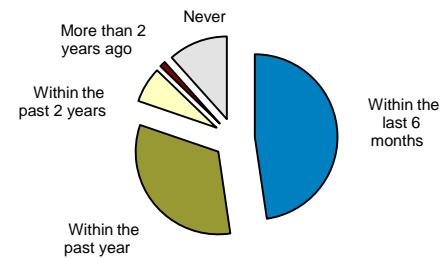
Top Topics: members asked to select their top three topics

Please select your top three preferred topics from the list	Percent of time selected		Your Chapter
	Maryland Chapter	All Chapters	
Profitability analysis by product or service line	18%	18%	 18%
Accounting and financial reporting issues related to emerging payment models	33%	22%	 33%
Improving front end revenue cycle processes	14%	23%	 14%
Changes in Medicare reimbursement policies	14%	24%	 14%
Compliance with Medicare regulations	11%	16%	 11%
Managing and measuring the total cost of care	34%	21%	 34%
Improving the patient financial experience	16%	22%	 16%
Negotiating contracts with value based payment mechanisms	13%	12%	 13%
Prevention and management of denials	18%	20%	 18%
Operationalizing structures and processes to reflect changing payment models	11%	17%	 11%
Business intelligence and data analytics	38%	28%	 38%
State legislative and regulatory update	34%	20%	 34%
State Medicaid program	10%	17%	 10%
Local payors and employers response to ongoing changes in healthcare	14%	17%	 14%

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Maryland Chapter**

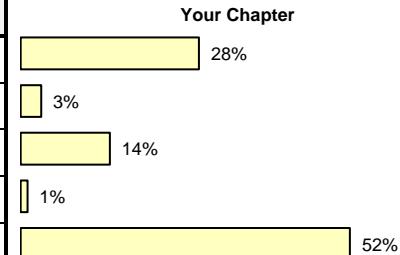
Attending an educational event

When was the last time that you attended a chapter event?	Maryland Chapter	All Chapters
Within the last 6 months	48%	43%
Within the past year	33%	18%
Within the past 2 years	7%	9%
More than 2 years ago	1%	8%
Never	12%	22%



Attendance Barriers

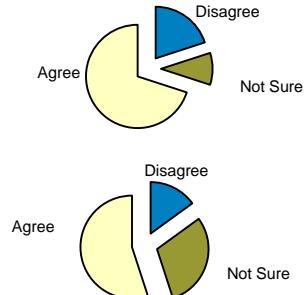
Which barriers prevent you from attending events more frequently?	Percent of time selected	
	Maryland Chapter	All Chapters
Event content not relevant to my job or misses the mark	28%	24%
The audience present does not support meaningful networking	3%	4%
The locations are not accessible to me	14%	22%
The 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.)	52%	41%



New Member* Perceptions

I received a personal welcome from my HFMA chapter	Maryland Chapter	All Chapters
Disagree	20%	7%
Not Sure	10%	20%
Agree	70%	74%
I understand how to become more engaged with my HFMA chapter		
Disagree	15%	7%
Not Sure	30%	24%
Agree	55%	70%

Sample (new members):	20
Percent of Respondents:	22%



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

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Maryland 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	217	Provider/ Payer	As a Finance professional in a corporate environment, sometimes the MD-specific rate setting, etc. is not applicable to me. I guess I am seeking more general Finance, leadership, etc. topics. I do know that most are MD-specific so that education portion is important to them. It is great though overall!
Never	200	Provider/ Payer	I am a new member of HFMA so I'm still learning how this organization works. I have yet to attend HFMA Maryland Chapter events. But so far, I am pleased with the correspondence I receive from the chapter to keep me posted of the latest trends.
Within the past year	210	Provider/ Payer	I am wondering if the conferences can be held on days other than Fridays. Friday's are my busiest day at work and I am forced to miss HFMA events.
Within the past year	210	Provider/ Payer	I attended a HFMA event back in January yet no one has been able to provide me with the certificate of completion of my CPE
Never	211	Business Partner	I had no idea I was a member. I went to HFMA this year and didn't realize it may transfer to my state.
Never	212	Provider/ Payer	I have had no interaction with the Maryland Chapter of HFMA.
Within the past year	212	Provider/ Payer	I like how the chapter has been focusing on things other than revenue cycle. Can you keep doing more of that? Also, more networking events (i.e. mixers, happy hours) would be great. Anything you can do to focus on women coming up in the healthcare finance world would also be appreciated.
Never	208	Provider/ Payer	I really have not been very active but many of my colleagues have and they love it.
Never	212	Provider/ Payer	I would love to have mentorship through the chapter.
Within the last 6 months	212	Provider/ Payer	Improved executive networking
Within the past year	211	Provider/ Payer	Increase programs for providers other than Hospitals.
Within the last 6 months	214	Business Partner	It seems at times that most networking happens between people who already know each other, leaving new members or introverts out of the circle.
Within the past 2 years	209	Provider/ Payer	It would be great if there were more events all over Maryland-Montgomery County, PG County, Eastern/Western Shore, etc. It would also be helpful to address issues related to topics other than hospital finance, like peripheral topics like technology/cybersecurity, population health issues, ambulatory revenue growth, etc.
Within the past 2 years	212	Provider/ Payer	More diverse set of educational offerings (i.e., beyond the hospital campus)
Within the last 6 months	214	Business Partner	More interactive events for new members to participate in the Chapter
Within the last 6 months	210	Provider/ Payer	no suggestions at this time.
Within the past year	209	Provider/ Payer	None
Within the past year	300	Provider/ Payer	Not enough Revenue Cycle content.
Within the last 6 months	212	Business Partner	Nothing comes to mind.
Within the last 6 months	210	Provider/ Payer	Possibly have hospitals host engagements...short educational sessions so members can network on site and allow for new recruitment.
Within the past year	210	Provider/ Payer	Provide more connections and networking opportunities.
Within the past year	210	Provider/ Payer	You have it all. I hope to get back involved this year.
Within the past year	210	Provider/ Payer	You're doing just fine!

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Maryland 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	214	Business Partner	General management / leadership / people-oriented / career topics.
Within the past year	211	Provider/ Payer	Addressing the Social Determinants of Healthcare - ROI, and Funding
Within the last 6 months	209	Provider/ Payer	Compliance with Medicare regulations Prevention and management of denials
Within the past year	210	Provider/ Payer	Cost Management
Within the past year	212	Provider/ Payer	Effective presentations in finance, managing physician relationships, business planning
Never	212	Provider/ Payer	Federally Qualified Health Centers
Within the past year	210	Provider/ Payer	General accounting treatments - maybe a series.
Within the past year	212	Provider/ Payer	Importance of Diversity within an organization.
Within the last 6 months	217	Provider/ Payer	Leadership
Within the past 2 years	209	Provider/ Payer	See answer to previous question
Within the past 2 years	212	Provider/ Payer	social determinants of health community health assessments
Within the past year	217	Provider/ Payer	Would closing/downsizing hospital facilities provide a better financial outcome for remaining hospitals? Other radical changes to MD system? Are there too many IP care providers that then have an impact nursing shortages?

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HFMA Chapter Survey (FY20)
Maryland 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	212	Business Partner	I usually attend
Within the last 6 months	212	Business Partner	I usually attend and appreciate the chapters advance notice of events. This is important for budgeting and planning.
Within the last 6 months	214	Business Partner	I usually attend in-person events but not webinars. My main reason for attending is networking.
Within the last 6 months	212	Business Partner	New membership is limited. Those that do attend events are not decision makers.
Never	211	Business Partner	See previous answer
Never	212	Business Partner	The chapters are compelling enough and I would have loved to attend these. However, I am based out of India and location for these chapters poses a challenge. Considering the number of employees supporting US Healthcare operations remotely, it would really help if these events were organized across geographies.
Within the last 6 months	211	Business Partner	Usually events have a good variety of topics. We need continued information on payment reform both nationally and state.
Within the past 2 years	209	Provider/ Payer	All of these events seem to be the same thing. They often seem to cover the same thing or give updates on the same thing. I know that's what a lot of people want, but almost all of us have consultants doing that. It might be nice to come up with a different curriculum to make this forum more unique.
Within the past year	212	Provider/ Payer	Difficulty making events due to work commitments.
Within the past year	210	Provider/ Payer	Events geared more towards hospital finance versus Healthcare System's corporate finance functions.
Within the past year	210	Provider/ Payer	Friday's are not a day that I can attend.
Within the past year	211	Provider/ Payer	Funding is out of pocket - must be selective
Never	200	Provider/ Payer	I am a new member and have yet to attend an event. I plan to as I get acquainted to the financial or revenue cycle piece of my organization.
Within the past year	212	Provider/ Payer	I am not able to attend all events due to either not applying to my job, cost of the program, or resource constraints at work.
Within the last 6 months	210	Provider/ Payer	I attend a number of events each year: either spring or fall institute, women in leadership events, the HSCRC workshop. Ones I do not attend do not apply to my job or I can't miss that many days in the office. I do wish the HOT TOPICS session would come back; or add to another session so that HFMA members who are CPA's can get Ethics credits.
Within the last 6 months	209	Provider/ Payer	I attend conferences when available- due to vast changes within my current organization my schedule hectic
Within the last 6 months	210	Provider/ Payer	I can't always attend due to timing of events at beginning of month end close cycles or if they are held at Sheppard Pratt.
Never	212	Provider/ Payer	I have not received any information on the MD chapter.
Within the past year	212	Provider/ Payer	it is difficult to get away from work so it needs to be meaningful topics that have relevance to my immediate needs. Sometimes the locations are not always convenient and the dates/ time of meetings are not in line with my business needs. For example revenue cycle processes month end at month end and year end while the accounting people process month end and year end after the month end close for revenue cycle. The National conference is always at the end of June which is year end and month end.
Never	210	Provider/ Payer	It's hard for me to make time to get away from work. I also work far from home, so I like to get home and spend time with my family after work.
Within the past year	212	Provider/ Payer	Many of the events fall during either my budget season or my fiscal year-end closing. I'd love to attend more but they somehow always fall during 'busy seasons'. Perhaps fewer, smaller events or more online events would help.

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Maryland Chapter**

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Time since last attended an educational event	Zip Code first three digits	Organization Type	Comment
Within the last 6 months	210	Provider/ Payer	Most of the time my non-attendance is due to time and my personal workload that prevents the addition of other meeting.
Within the past year	210	Provider/ Payer	My barrier is not listed - job is so busy I cannot attend.
Never	208	Provider/ Payer	My schedule was very hectic over the past 18 months. However, I plan to attend in the future.
Within the last 6 months	217	Provider/ Payer	Schedules are the largest reason that I do not attend more frequently. Having the annual meeting in Ocean City is a problem. I don't have the time to be gone nor is there hospital funding to cover overnight costs.
Within the past year	212	Provider/ Payer	Some events are in the middle of our close cycle and I have no time to attend them
Within the last 6 months	217	Provider/ Payer	Sometimes events are during month end close which could be hard for some finance professionals that deal with close.
Within the last 6 months	210	Provider/ Payer	timing of meetings early in the month interferes with accountants need to close the books and produce financial statements each month
Within the last 6 months	210	Provider/ Payer	Timing, work availability
Within the past year	210	Provider/ Payer	We need better organization and transparency as to whom is taking attendance at these events and whom we may contact to verify CPE credit.
Never	212	Provider/ Payer	Wheelchair accessibility and also speaking more about community health centers which is a slightly different area of healthcare.

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

Maryland Chapter

Provider/Payer Responses Received: 68
Provider/Payer percent of all Responses Received: 74%

FY20 Net Promoter Score: 56
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 5%	Passives 35%	Promoters 60%
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Healthcare Financial Management Association
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 Maryland Chapter

Net Promoter Score: an indicator of customer loyalty

	Q1. On a scale from 0-10, how likely are you to recommend your chapter to a friend or colleague?										
	Detractors							Passives		Promoters	
	0	1	2	3	4	5	6	7	8	9	10
Count	0	0	0	0	0	1	2	6	16	9	29
Percent	0%	0%	0%	0%	0%	2%	3%	10%	25%	14%	46%
Overall	5%							35%		60%	
P/P All Chapters	12%							29%		59%	

FY20 Net Promoter Score: **56**

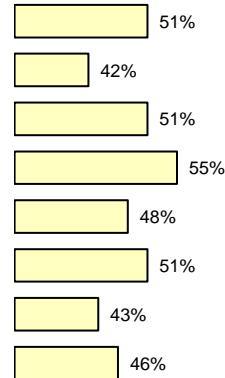
P/P All Chapters FY20 Average Net Promoter Score: **47**

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	Maryland Chapter					P/P All Chapters 5 Star
	1 Star	2 Stars	3 Stars	4 Stars	5 Stars	
Producing quality educational programming	0%	2%	11%	37%	51%	52%
Addressing the right issues and topics	0%	0%	15%	43%	42%	47%
Locating events where I can access them	0%	2%	20%	28%	51%	48%
Keeping me up to date on state and regional issues	0%	0%	8%	37%	55%	52%
Providing connections to others in my field	0%	5%	6%	42%	48%	50%
Providing easy access to information	0%	0%	15%	34%	51%	51%
Chapter networking opportunities	0%	3%	14%	40%	43%	50%
HFMA chapter overall	0%	0%	8%	46%	46%	54%

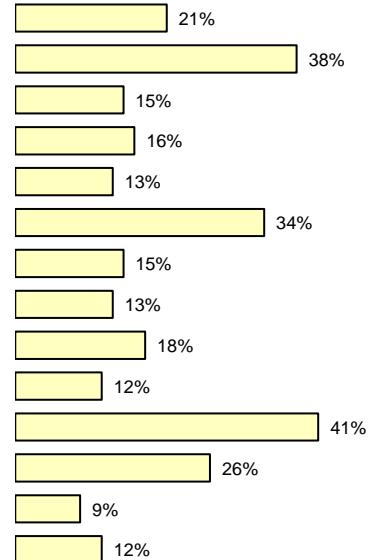
Your Chapter Percent 5 Stars



Top Topics: members asked to select their top three topics

Please select your top three preferred topics from the list	Percent of time selected	
	Maryland Chapter	P/P All Chapters
Profitability analysis by product or service line	21%	19%
Accounting and financial reporting issues related to emerging payment models	38%	24%
Improving front end revenue cycle processes	15%	23%
Changes in Medicare reimbursement policies	16%	25%
Compliance with Medicare regulations	13%	17%
Managing and measuring the total cost of care	34%	22%
Improving the patient financial experience	15%	20%
Negotiating contracts with value based payment mechanisms	13%	13%
Prevention and management of denials	18%	21%
Operationalizing structures and processes to reflect changing payment models	12%	17%
Business intelligence and data analytics	41%	28%
State legislative and regulatory update	26%	18%
State Medicaid program	9%	18%
Local payors and employers response to ongoing changes in healthcare	12%	17%

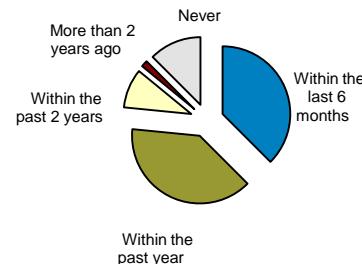
Your Chapter



**Healthcare Financial Management Association
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Maryland Chapter**

Attending an educational event

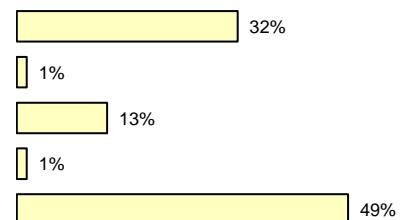
When was the last time that you attended a chapter event?	Maryland Chapter	P/P All Chapters
Within the last 6 months	38%	39%
Within the past year	39%	19%
Within the past 2 years	9%	10%
More than 2 years ago	2%	8%
Never	13%	23%



Attendance Barriers

Which barriers prevent you from attending events more frequently?	Percent of time selected	
	Maryland 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	13%	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.)	49%	38%

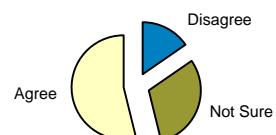
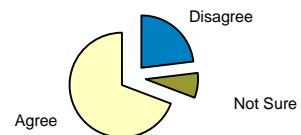
Your Chapter



New Member* Perceptions

	Maryland Chapter	P/P All Chapters
I received a personal welcome from my HFMA chapter		
Disagree	23%	6%
Not Sure	8%	21%
Agree	69%	73%
I understand how to become more engaged with my HFMA chapter		
Disagree	15%	7%
Not Sure	31%	24%
Agree	54%	69%

Sample (new members):	13
Percent of Respondents:	19%



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