



## GOVERNANCE

Goal: Create a welcoming culture to attract passionate volunteers within the RCM industry.

<u>Objective</u>	<u>Strategy</u>	<u>Tactic(s)</u>	<u>Committee</u>	<u>Priority</u>	<u>Completed</u>
Create better committee communications with the Board	Create policies on committee governance	Create policies on expectations of committee governance	BOD	2025	
		Consider committee leadership term limits	BOD	2025	
		Add strategic initiatives to committee minutes	Office	2025	
	Improve impact of committee reports to the Board	Adjust the committee report to the board to better communicate	BOD/Office	2025	
		Create strategic questions for the Board to use to ensure committee compliance with strategic plan	BOD	2025	
Grow volunteers	Engagement	Open quarterly committee calls for "shadowing"	All	2025	
		Mentor program	Membership	2026	
		Work with committees on data that would benefit them	Data Science	2025	
		Emphasis on connecting with members at conferences or during networking events	All	2025	
		Add testimonials (video, text, in person)	All	2025	
Capacity	Ensure committees are productive on behalf of the association	Review committee contributions	BOD	2025	
		Combine committees?	BOD	2025	
		Remove non productive committees or activities	BOD	2025	



## MEMBERSHIP

Goal: Increase membership and value for members.

<u>Objective</u>	<u>Strategy</u>	<u>Tactic(s)</u>	<u>Committee</u>	<u>Priority</u>	<u>Completed</u>
Grow membership	Open membership to international individuals	Create "Globalization" committee/taskforce	BOD	2025	2/27/2025
		Create international website	Office	2026	
		International conference	Education / Globalization	2027	
		Create international individual membership	Membership / Globalization	2026	
		International chapters	Membership / Globalization	2026	
	Create value	E&O insurance	Office	2025	
		Job Board	Office	2025	
		Review current member benefits	Membership	2025	
		Referral Benefits	Membership	2025	
		Membership benefits handbook	Publications	2025	
		Streamline communications	Office	2025	
		Provide industry data	Data Science	2025	
		Collaborrate with other committees to meet member needs (GR, Data Science)	CPR	2025	
		Provide quality publications	Publications	2025	



## EDUCATION

Goal: Become the leader in RCM education and training.

<u>Objective</u>	<u>Strategy</u>	<u>Tactic(s)</u>	<u>Committee</u>	<u>Priority</u>	<u>Completed</u>
Certification Programs	Create additional applicable certification programs	Biller certification	Certification	2026+	
		Fellowship certification	Certification	2026+	
		Compliance Officer Certification	Certification	2026+	
		Manager certification	Certification	2026+	
		Create ability for certification tests to be proctored online	Office	2025	
Build Education Resources, Library, and In Person Education	Improve current educations	Secure more subject experts	Education/ Innovation/ Compliance & Ethics/ Publications	2025	
		Widen subject to better cover whole company	Education	2025	
		Provide "training packages"	Education	2025	
		Find case studies to be presented to membership	Education/ Innovation/ Compliance & Ethics	2025	
		Hire an education liaison/project manager	Office	2025	
	Ease of member use	Create ability for members to specify what types of education advertisements received	Office	2025	
		Ability for education in DLL to be assigned	Office	2025	
		Card on file for company members to use to purchase education	Office	2025	



## GOVERNMENT

Goal: Be the proactive voice in government(s) for the RCM industry and members.

<u>Objective</u>	<u>Strategy</u>	<u>Tactic(s)</u>	<u>Committee</u>	<u>Priority</u>	<u>Completed</u>
Proactive on behalf of the RCM industry	Legislation on behalf of HBMA	Submit legislation on behalf of the RCM industry	Government Relations	2026	
		Regulation collaboration with CMS	Government Relations	2026	
	Engagement of membership in GR	Sign on letters	Government Relations	2025	
		Identify key legislative committees and regulatory agencies and create strong professional relationships with each	Government Relations	2025	
		Create monthly report on what the committee is doing for members	Government Relations	2025	
		Better communications for members to participate in government	Office/ Government Relations	2025	
Grow industry impact	Collaborate with specialty organizations	RBMA, HFMA, etc	Government Relations	2025	
	Validate HBMA	MA Survey for GR to use at Capitol Hill	Data Science		
	Partner with larger related organizations	MGMA, AMA, etc	Government Relations	2025	



## BRANDING

Goal: Promote and grow awareness of HBMA to members and non members.

<u>Objective</u>	<u>Strategy</u>	<u>Tactic(s)</u>	<u>Committee</u>	<u>Priority</u>	<u>Completed</u>
Grow brand awarness	Improve HBMA brand	Change HBMA name	BOD	2025	
		Consult with PR/brand consultant	Office/BOD	2025	
		Gather testimonials for marketing use	Publications	2025	
		Review current marketing to create cohesion	Office	2025	
		Create tagline	Office/BOD	2025	