

October 6, 2007

**PMI Healthcare SIG Board Retreat
Atlanta, GA
PMI North America Global Congress**

Attendees: Michele Mills, Sue Houston, Adam Birnbaum, Ray McIntyre, Paul Turkal, Beth Allen, Mary Armijo, Katherine Hill, Dave Kumpf

Presidential overview - Michele

Representation at the Leadership meetings is vital and it is important for the SIG to be there each year. Overall, the idea of the meeting is wonderful and provides an opportunity to learn what is going on in PMI. It is recommended that we send people to Leadership Institute meetings every year. This is a two or three day event connected to Congress.

The main sessions discussed PMF and VCP. PMFramework is looking at strategy and forming chapters. The VCP virtual communities project is a small portion of PMF. Get into website and familiarize yourself with the leadership community. The strategic plan is important and the SIG should be aligned with the PMI strategic plan. Go to DEP demo. There are toolkits available for how to manage and run a SIG or chapter. A pilot will be starting later this year (international & HR SIG), and early adopters, and then new SIGs will go with one of the two models created (one is low-level, cannot do too many things, less structure; two is more structured – all must have business plan, foundation/infrastructure requirements, let PMI take care of infrastructure portion and SIGs/Chapters take care of their specific area). Both have been created to meet membership needs, survey many people and the PMF and VCP are a result of that endeavor. The essential purpose is focused on members and what can be provided to them.

Changes may start taking place in 2009. PMI will appoint a board for each of the SIGs. Elections may go away. People among the HCSIG would propose a board and PMI would approve. Some of the terminology that has been used may be changing.

It is suggested to go in and review 2007 documents; 1) strategic plan, 2) PMF, and 3) VCP in preparation for next few years and the upcoming changes.

2007 Objectives, Goals, Successes and Opportunities - Sue

In lieu of standard presentation format, this section will focus on a discussion about the overall success and lessons learned thus far based on the goals and objectives outlined in the previous board strategic retreat.

Objective 1 – Support & advance the recognition of project management as a profession in the healthcare industry.

Strategy A – Promote value of PM to healthcare c-level executives

- i. Article submission
 - Only three articles submitted this year to date to any executive periodicals
 - Journal of Nutrition
 - Global Congress proceedings
 - Dave submitted one to Washington State HC News
 - Paul is currently working on a white paper
- ii. Conference submissions:
 - Michelle submitted to HIMSS -- declined
 - Dave submitted to Medicaid Health Plans of America – back-up speaker and spoke at AHIP Conference
 - Sue speaking at Global Congress and HIMSS

- iii. Marketing material
 - Behind schedule, be done by end of year with logo approval
 - C-level executives document still in draft format, to be displayed at member meeting tonight. Plan to print a couple thousand copies and available for ordering. Use at HIMSS and other PMI conferences.

Strategy B – Perform outreach & networking activities

- i. Outreach through conferences
 - Met through having table at NAGC.
- ii. Consortium efforts – change to Director of Development
 - White paper is being worked on.
 - This will be the business case.

Strategy C - Promote member successes

- i. Project Manager of the year
 - Did not do this year look to see if we want to do this in 2008.
- ii. Project of the year
 - Doubled our entries from last year – two submissions.

Objective 2 – Create a supportive professional community & networking opportunities.

Strategy A – Enhance membership networking

- i. LIGs
 - Toolkit is developed, three LIGs currently operating.
 - Searching geographically by area codes and determining numbers of members.
- ii. Mentor programs
 - Did not do anything this year as it was dependent on secure web site.
- iii. Member directory
 - Not yet but coming with secure web site. Mike is doing a fabulous job since Hugo dropped out.
- iv. Discussion groups
 - People are still using yahoo group but fairly limited.
 - This was to come with secure web site. Awaiting feedback from PMI on policies and procedures on web practice – uniform protocol for web services – needed before we can turn this on.
 - Mary has web resource to connect with Ray if assistance is needed.

Strategy B – Establish relationships with complimentary organizations

- i. HIMSS
 - There is a good relationship moving forward with them. We would like to have developed this more. The last exchange with Nancy and Joann needs to be continued.
- ii. NAPHIT
 - Dave has reached out numerous times but no response.
 - We will let this die – they call us two-three weeks prior to their events asking for assistance.
- iii. Other organizations
 - Canadian healthcare information management signed agreement with them.
 - Package developed.
 - Marie pinging seven other organizations, Dave's group has contacted the following:
 - 1) AHIMA American Health Information Management Association
 - 2) WHO World Health Organization
 - 3) ACHE American College of Healthcare Executives
 - 4) PAHO Pan-American Health Organization
 - 5) CHIME College of Health Information Management Executives
 - 6) NAPHIT National Assoc of Public Health Information Technology
 - 7) AHRA American Healthcare Radiology Administrators

- 8) AMIA American Medical Informatics Association
- 9) ANIA American Nursing Informatics Association
- Not sure if we'll have signed agreements by end of year.

Objective 3 – Leverage PMI content and methods to deliver benefits to members.

Strategy A – Enhance website to increase membership value

- i. Secure member's section
 - Very, very close and should be complete by 10/31 with job postings.
- ii. HCPML
 - Not too much has happened as volunteer was pulled off due to decisions not being made fast enough.
 - Getting content first is good, adding it next year. Mary has the authority to make decisions about content.
 - We had discussed having committee to review content to ensure quality. The committee could be part of Mary's team to review it doesn't necessarily have to be board-approved content. Ray's technical person and Mary's technical person can connect. Coordinate the updates taking place on the web; it is not to be considered red tape just communicating. Space needs to be considered too with putting items on the web, it costs about \$50.00 per month (Mary to confirm frequency). The relationship with Meeting One is to be evaluated regarding value and cost. The funds for ?? are tapped out. The tool was taught to Sue and Marc and is fairly easy to use, need to create document to step through it.
- iii. Job postings
 - This will be complete by October 31.
- iv. Blogger
 - This will come sometime after secure web site. There are issues with PMI blogging and having content monitored.
 - Security level protocols to be reviewed.

Strategy B – Implement educational programs

- i. Face to face education
 - Two completed at HIMSS – Michele and Jay
 - PMI – one
 - Two UHIMSS – Michele
 - North East HIMSS – one
- ii. Online education
 - PACs was one
 - Three with SolutionQ
 - Six Sigma
 - Cheetah article can be considered (look into sponsoring – Mary will research)
 - Change verbiage from online to electronic

Strategy C – Grow membership

- i. Membership survey
 - Current count is 2200 members, we grew 10.25% through 2007
 - DEP was messed up and accurate numbers have not been achieved
 - Survey response rate – we might have had 50 responses, which was not quite 5%.
 - Our small sampling demonstrates that we're listening to our members and what their needs are.
- ii. Marketing
 - We were a bit short of lofty 25% goal, as of August.
 - From a financial perspective, we may be about 71 members short. Apparently you had to search and there were issues with the renewal process.
- iii. Retention program
 - Short 71 members as of September

- We came in very close to having lowest attrition rate of all SIGs – compared to where we were last year, we're in the lowest four of attrition rate.
- We used to send welcome letter every month to new members of the SIG not sure if we're doing this now.
- Ray was working with Paula for welcome letter.
- Paul asked if we had positive membership results from our participation in HIMSS. Since the DEP is not the most accurate assessment tool it will be difficult to know exactly. We should trend this for a few years.

Operations Manual

Financials is a work in progress. There was a discussion about the value of screenshots since some of the information is confidential and they come across very large when transferring. Specific related tasks can be stepped through. There will be a general overview of Treasurer daily/monthly activities but a more specific document designed for the Treasurer and President & VP Operations. We'll keep the screenshots in the specific document and ensure that our new bank information is captured.

- Content - what do we do in our jobs on a regularly.
- Discussion about creating a procedure manual for different groups. The goal is to assist with the transition to new board members, not the detailed steps for what you have to do.
- Role descriptions are still needed. Sue will resend the email to the board since some are still missing. The org chart is strictly role-based without names. They need to be put in the standard format. If captured in the manual, it can be pulled out and put in the standard format.
- The manual is out to Ramesh – he is putting it in order, font consistency and TOC will be the last items to pull together.
- Dave is finalizing some of the development area.
- The operations manual to be done and approved by end of year. Sue will send it out by email for approval in December since we typically do not have a board meeting in December. The plan is to review this yearly at the fall retreat for any updates.
- Harvard Business has agreement with PMI for educational items. There is a link off the Learning Center in PMI website – Get Involved, all of it is free.

2007 Budget Review – Katherine

Where are we today and what do we have left for the year, financially?

1Q07 Goals – stabilize our infrastructure

Banks had switched unbeknownst to us; we're not completely with BOA yet. We're hoping that this will be done by the end of the year. Credit cards are individual and separate statements are sent. Paul's credit card is not yet in the tree to Katherine is working with BOA to get access to this account.

Expenses & reporting

It is best that there is an electronic copy with the expense report in addition to the original expense and receipts being mailed to Katherine. Make sure you give her a heads-up that you'll be sending the hard copy. All electronic copies are to be sent to Michele and Katherine at the same time.

Katherine is proposing a new expense report and she will send it out to the board that includes what cost center (i.e. events, education, admin) to charge it to. Individual areas should budget for their own web areas, charge and review prior to approval. This is to be communicated to Paula to for individual invoices based on areas.

It is unclear who will be Treasurer for 2008.

Vendor billing is being standardized. Constant Contact (HCSpeaks) has been billing old Wachovia card, Sue to contact them to reflect new card number. Charges should be going to Membership vs. Development. This will be adjusted for 2008. Paula will be asked to individual separate groups (i.e. events, education, etc.).

Michele and Sue to create inventory of where expenses will be.

2008 Strategy will be identified first and they'll we'll budget accordingly.

Online Quickbooks account for the SIG is available. Michele is not able to get in due to possible duplicate logins. Katherine has to grant user access and will resend to Michele. It keeps a detailed log of who goes in and what buttons they push. Security can be granted to board members to view their budgets but they will be unable to modify anything. Katherine will look into this and communicate out to board. PMI will probably want to standardize accounting software but at this point it is unclear how it will be structured. Goal – not be embarrassed if, and when, it is transferred to more PMI structure.

Finance committee is being created. There is one person that has offered to help but has not yet been able to provide much assistance.

We're doing well with savings. \$55,000.00 for end of 2007 budgeted, short about \$1400.00 as of today. We still have four-five months for calculating in income. \$34,820.00 as of today, we expected to be approximately \$36,000.00 by this point.

Expenses – \$52,610.00 was expected to be spent; we have spent \$23,549.00 so far this year. Membership brings most of our income; face-to-face education typically brings in additional income. We owe savings \$3,500.00. The original plan was to have 10% of monthly membership revenue and then 50% of annual income to be put in reserve. The \$3,000.00 for sponsorship is not yet calculated into the figures. A check is required tonight for tonight's Project of the Year award.

Payment to infrastructure requirements is greater than the monthly/yearly income we get from membership. Having additional income from sponsorships will be helpful to provide members with additional benefits and increase our ability to provide these.

A decision was made one and half years ago to have HCSpeaks be the primary communication tool and then individual email blasts as needed. It was a conscious decision to not inundate the members with communications that may be perceived as not providing value.

Moving our savings over to ING Direct as they provide a better interest rate. So far this year we've only earned \$25.00 on our savings.

2008 Board News – Michele

Sue – President

Beth – Vice President

Mary – Secretary

Amy - Education

Treasurer – Open

Events – Open

Ray – Membership

Marie Medenboch – Development

Adam - Lobbyist

Three candidates have expressed interest in the two open positions

Amy – CIO for New York health system. Has a lot of experience in hospitals as an administrator (17 years), training, and software development. She is currently in Liberty health, which is comprised of three hospitals all in New York State.

Marie – Program Development Chair for CO HIMSS, very well connected in HIMSS, took SIG role of Strategic Relations, does a lot of networking. She will join us the beginning of the year. Dave has been working with Marie and mentoring her.

Directors are appointed by president and reviewed by board. Development and Events are turning over this year and will be on for the next two years.

2008 Objective & Strategy Setting – Sue

Do we want to retain the same objectives and strategies as 2007? There are three: 1) Support the advancement the recognition of project management as a profession in the healthcare industry, 2) create a supportive professional community & networking opportunities, and 3) leverage PMI content and methods to deliver benefits to members.

It was agreed to retain these objectives but we should determine if these are aligned, even partially, with the PMI strategic goals. Mary was asking if partnerships with other PM healthcare organizations – determined that they could be included in objective 2.

Objective 1

Strategy A and related goals – make this more general to healthcare executives and management.

- i. The broader issue is media placement, submitting articles related to project management in healthcare. It could be any member in the SIG or board – inquiring of members how they've been involved in promoting healthcare project management. "Spotlight members, once a quarter, on how members contribute to pm". (Membership)
- iii. Delete as is and create new goal to provide general marketing support for other SIG departments. (Development)

Keeping first two goals and add these two.

Strategy b and related goals – keep

- i. Provide a presence at all events/engagements via strategic agreements. (Events)
- ii. Determine whether to take follow-up action based on white paper. (Development)

Strategy c and related goals

- i. Keep as is.
- ii. Keep as is.
- iii. Add peer recognition on different months from spotlighting members promoting healthcare.

Objective 2

Strategy A and related goals

- i. Distribute LIG toolkit to interested parties and put on member website. (Membership)
- ii. New...proactively connect with chapters to promote sig. (Development)
- iii. Create guidelines and/or operating plan and obtain initial mentors by end of July 2008. (Membership)
- iv. Investigate member directory infrastructure by PMI does not allow us to list members; you have to provide opt in/out function. (Membership)
- v. Keep with March 2008.

Strategy B and related goals

- i. Keep this.
- ii. Remove this goal
- iii. Complete design and package. Dave has four new organizations with plans for seven more – American College of Healthcare Executives. Dave sent list to Beth.

Objective 3

Strategy A and related goals

- i. Available by January 2008
- ii. Create library related to lifecycle and then members can provide information related to that. Work with Cedric to create space. Change to spring retreat 2008 for deadline established.
- iii. Create career resource library. (Development)

Strategy B and related goals

- i. Provide three face-to-face educational opportunities provided discounted registration to SIG members.
- ii. Keep as is.

Strategy C and related goals

- i. Keep as is.
- ii. Grow membership by 15%
- iii. Maintain attrition position within five lowest of all SIGs.

Objective 4 - New

Develop the SIG infrastructure and leadership

IT leadership

- i. Add director of infrastructure to board by March 2008 (President & VP)

Leadership development

- i. Have two people attend Leadership Institute meeting associated with NAGC, one of least is VP. (VP)
- ii. Conduct one educational offering a board at retreat. (Past President)

Volunteer recruiting and development

- i. Proactively develop outreach program for volunteer recruitment. (Development or Membership)
- ii. Mentor volunteers for transition to board level roles. (All)

2008 Budget Planning – Sue

Current categories within groups:

Administrative – Retreats, Leadership Institute, Meeting One, Miscellaneous

Education – Face-to-Face, Online webinars, HCPML

Events – Global Congress, HIMSS, Other engagements, Misc Shipping,

Membership – Annual awards, HCSpeaks, General Membership, LIG materials, Survey Monkey, Constant Contact

Development – Marketing, Strategic Relations Liaison, Career Resource Library, General Development

Infrastructure – Web design (Education, Marketing, Development, Events), Admin Support, Web maintenance

Dave to pursue the conferencing live demo and pricing options.

Closing – Michele

Start getting budgets together.

Read PMI Strategic Plan.

Pull together the Treasurer & Events folks with Katherine & Paul as the new positions are filled.

Meeting adjourned at 3:40 PM.

Submitted by Beth Allen, October 12, 2007.