



HEALTHCARE BUSINESS MANAGEMENT ASSOCIATION

**Government Relations (GR) Strategic Plan
2017**

Table of Contents	
Introduction and Background	Page 3
2017 Strategic Goals & Objectives	Page 4
2017 Action Plans by Objective	Pages 5-9

Introduction

The government relations committee for the Healthcare Business Management Association (HBMA) developed the strategic plan during a strategy session on November 15-16, 2016. The plan was refined post event by the committee. The plan provides a roadmap through 2017 and beyond that creates focus in order to align HBMA's resources for maximum effect. The planning group agreed on three areas of focus that will have a significant impact on the future of the HBMA and the revenue cycle management industry and developed strategic goals addressing each area. Members of staff then identified short- and mid-term objectives and action steps to achieve those strategic goals based on conversations during and after the strategy session.

Strategic Plan Definitions

Strategic Goals: Broad outcome statements based on critical issues which require HBMA's attention, focus and action. Each must have significant and meaningful impact on our ability to realize our mission.

Objective: A precise and measurable statement of what will be done to support the achievement of a strategic goal

Action Step: Specific tasks or projects critical to achieve the objectives and overall strategic goals.

HBMA Mission

HBMA provides education, advocacy, collaboration and certification for healthcare billing professionals and providers engaged in the business and technology of healthcare revenue cycle management.

Future Planning Process

In order for HBMA to achieve its strategic goals and mission, the committee must work with staff to monitor progress towards achieving these objectives, and adjust the plan based on changes to the environment or barriers to success. A quarterly dashboard is recommended to monitor progress and an annual strategy session will be necessary to ensure the plan remains relevant. Member feedback regarding impact of legislative and regulatory issues directly to the committee is valued.

HBMA GR Strategic Goals

Strategic Goal 1

Monitor and advocate for legislative changes to advance revenue cycle management and administrative simplification.

Strategic Goal 2

Identify regulatory topics of interest and proactively influence policymaking for the benefit of revenue cycle management.

Strategic Goal 3

Collaborate internally and externally for increasing HBMA's sphere of influence.

Objectives and Action Steps for Goals

Strategic Goal 1

Monitor and advocate for legislative changes to advance revenue cycle management and administrative simplification.

Objective 1:

Advance legislative agenda to accelerate administrative simplification.

Action Steps

- Develop a legislative HIPAA 2.0 initiative to improve the enforcement of the HIPAA Administrative Simplification provisions. The ultimate goal is for federal agencies to pay as much attention to enforcing the Administrative Simplification provisions of HIPAA as they do to the Privacy and Security provisions.
 - Conduct outreach to membership to identify where legislation is needed to strengthen existing CMS enforcement authority for existing HIPAA standards.
 - Identify transactions with highest prevalence of insurer non-compliance.
 - Create a bank of compelling anecdotes.
 - What standards are non-existent or weak that would be beneficial to the RCM industry?
 - Claims attachments.
 - Batch insurance eligibility requests.
 - Work with Congressional Committees with jurisdiction over HIPAA to find legislative opportunities to bolster enforcement authority and activities.
 - Clarify CMS ability to negotiate financial settlements (instead of Civil Monetary Penalties) with insurers for violations of electronic transaction standards.
 - Work with Congressional Committees with jurisdiction over HIPAA to expedite the development of new electronic standards such as claims attachments.
- Advocate for added flexibility to Past Timely Filing rules for audit redeterminations at CMS.
 - Conduct outreach to membership to identify scenarios where RCM companies are unable to resubmit a Medicare claim due to the PTF rules as well as gauge the prevalence of each scenario.
 - Work with Congressional Committees of jurisdiction to increase PTF flexibility for audit-related redetermination claim submissions.
- Identify legislative barriers related to EHR interoperability and work with Congress to reduce burdens to EHR adoption.
- Monitor and address key issues related to Reconciliation Bill and ACA/healthcare system reform.

Objective 2:

Organize and manage membership Hill fly-in event in May 2017.

Action Steps

- Identify key stakeholder topics to raise in meetings with Congressional offices.
- Provide training session to membership attending the fly-in.
- Develop informational handouts on the RCM industry and leave-behind material for meetings.
- Schedule meetings between members and legislators.
- Create data collection for member feedback post meetings with their representatives.

Objective 3:

Effectively communicate with members and other stakeholders to maximize participation.

Action Steps

- Create communications plan that includes broadcast messages as well as targeted one-to-one outreach to important contributors.
- Maintain an online messaging platform that explains key legislative issue to membership.
- Create a fact sheet that addresses key policy positions and provides background on the RCM industry.

Strategic Goal 2

Identify regulatory topics of interest and proactively influence policymaking for the benefit of the revenue cycle management industry.

Objective 1:

Identify regulatory topics currently under review as well as issues of concern to members and their companies.

Action Steps

- Work with established resources to identify key regulatory issues currently being drafted or under review nationally. Develop and submit comments on relevant regulations.
 - MACRA/MIPS
 - Development of APMs
 - Medicare Physician Fee Schedule
- Monitor message boards for regulatory themes to consider for incorporation in our agenda.
- Field a survey to identify and prioritize issues of most importance to HBMA members.
- Identify opportunities for HBMA to participate in the regulatory process beyond written comments.
 - Have HBMA members serve on CMS stakeholder technical advisory committees.
 - Nominate HBMA members to serve on Federal Advisory Committees.

Objective 2:

Create regulatory agenda that identifies the key issues on which HBMA will take a position.

Action Steps

- Engage a committee of thought leaders to regularly review the issues identified above and craft position statements for the HBMA Board of Directors to review and adopt.
- Work with Department of Labor to establish a unique business code (SIC Code) for revenue cycle management.
- The HIPAA 2.0 Regulatory Initiative will also include a regulatory component which will require outreach to regulatory agencies.
 - Identify gaps in enforcement authority.
 - Develop new electronic standards such as claims attachments.
- Identify and promote specific action items for HBMA members to take in support of the agenda.
- Create a feedback loop to communicate the impact of their actions on the issues at hand.
- Broadly celebrate successes and accomplishments to encourage participation and keep members engaged in the process.

Objective 3:

Continue GR Committee's annual CMS/Hill visit.

Action Steps

- Identify relevant topics/policy areas important to the RCM industry to focus meeting schedule.
- Maintain and continue to strengthen relationship with CMS Physicians Regulatory Issues Team (PRIT).
- Report to membership on the success of the meetings.
- Continue to partner with other healthcare organizations to understand the issues they are currently tracking and looking to influence in order to identify areas of synergy with/interest to RCM. (ex. AMA, specialty societies, payer organizations, state medical societies, state hospital associations)

Strategic Goal 3

Collaborate internally and externally for increasing HBMA's sphere of influence.

Objective 1:

Collaborate with other committees, government and sister organizations focused on key issues.

Action Steps

- Work collaboratively with other HBMA committees to ensure key learning or changes are shared for the development of education programming, journal articles, payer relations, etc.
 - Formalize the roles and responsibilities of the GR and MIPS Committees to assure the GR Committee effectively advocates those issues of greatest importance to the MACRA/MIPS Committee and to make sure that all member of both entities have a clear understanding of expectations and responsibilities.
- Hold regular meetings with other HBMA committees where appropriate. Invite liaisons from other committees to participate on calls with the GR committee.
 - MACRA/MIPS Committee.
 - Commercial Payer Relations.
- Innovate the structure of the GR Committee for special circumstances such as work groups or subcommittees. Identify thought/action leaders to be the face of certain initiatives.
- Increase GR Committee visibility through Town Halls and wider distribution of Committee's work. Explore new ways to increase visibility such as distributing information in audio formats.

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