

UVCA 2024 Strategic Planning Meeting Report



Twenty-eight Virginia DCs, legislative counsel, supporting suppliers, and association staff came together on Saturday, February 3rd, 2024, at the Embassy Suites by Hilton in Richmond for the UVCA's annual strategic planning meeting.

A diverse group of attendees contributed a wide range of years in practice, practice philosophes and specialties. It included both general members and current and past leadership. Seven had never attended a UVCA strategy meeting before.

2024 Attendees

Eric Carlsen, DC
Joel Cheek, DC
Julie Connolly, FICC
Selena Espindola
Christine Fallwell, DC
Kristin Fletcher
Joe Foley, DC
Phil Golinsky, DC
Ainsley Hendon Flynn, DC
Stephen Hussey, DC
Shawn Keegan, DC
Bo Keeney
Lee Krinzman
Corey Malnikof, DC
Austin McDade, DC
Taylor Myers, DC
Chris Perron, DC
Bob Pinto, DC
Marilyn Porras
Michelle Rose, DC
Will Sonak, DC
Carly Swift, DC
Alli Totzke, DC
Aaron Trochim, DC
Chris Virusky, DC
Kevin Walsh, DC
Tom Wetzen, DC
Lisa Williams, DC
Sarahfina Wipf, DC

UVCA President Dr. Michelle Rose talked about the importance of this annual meeting and outlined the day's plans. At its core, the strategic plan outlines the association's vision, mission, values, and strategies for success. A full expression helps in prioritizing initiatives, allocating resources, understanding strengths and potential threats, and more.

Dr. Rose reviewed the association's Mission and Vision statements, the difference between the two, and why they are vital in strategic planning.

The UVCA's Vision: Chiropractic positioned as a highly regarded health care profession that improves and advances public health and well-being.

The UVCA's Mission: Helping Doctors of Chiropractic deliver exceptional care.

Dr. Rose talked to the group about the challenges that are facing most associations currently: a decrease in membership numbers, subsequent decrease in dues income, decrease in traditional educational program income, lower participation by supporting suppliers, and dramatically increased expenses across the board. While these issues may not be unique to the UVCA or even to chiropractic, we need to turn these trends around so that we can better serve our members – and indirectly the patients they serve. In the Commonwealth.

Updated SWOT

SWOT (Strengths, Weaknesses, Opportunities, and Threats) is a widely used strategic planning tool that helps organizations perform a comprehensive and competitive analysis of various internal and external factors. It can be a powerful tool in realistic strategic planning.

Attendees reviewed the SWOT results from the previous year. Suggested updates are noted in italics.

<p style="text-align: center;">Strengths (S) of the Association</p> <ul style="list-style-type: none"> • Diversity of practice philosophies • Stable membership – <i>Omit</i> • Strong leadership • Good legislative/legal team • Adaptable/pro-active (for example the annual strategic planning meeting itself and direct impact it has on the association’s focus) • Good relationships with other states • Strong vendor support • Great staff/E.D. • Solid communications • High-quality conventions 	<p style="text-align: center;">Weaknesses (W) of the Association</p> <ul style="list-style-type: none"> • A lack of awareness of the association and benefits it provides. <ul style="list-style-type: none"> • By doctors in the state, especially new licensees or doctors new to the state. • By students and new chiropractic college graduates. • The group felt that this lack of awareness is probably the most over-arching weakness. Opportunities to attract new members, get more people involved, etc. all stem directly from this. • Lack of inter-group communications and collaboration. • Lack of innovation in updates and communications. <ul style="list-style-type: none"> • We need new ways to reach and engage people. • We need to update educational materials. Current pieces were described as the “same old material” and repetitive. • Lack of new onboarding/welcoming events and engagement opportunities. <ul style="list-style-type: none"> • Results in a lack of involvement and commitment to more positions. • Idea: Events for new doctors/new licensees, even if they aren’t yet a UVCA members. Would help address the lack of awareness mentioned above and help create greater engagement and build positions for the future.
<p style="text-align: center;">Opportunities (O) for the Association</p> <ul style="list-style-type: none"> • New affinity programs <ul style="list-style-type: none"> • Idea: table companies • Virginia CPAC • Membership support • Learn from other states • Referrals from other providers <ul style="list-style-type: none"> • Idea: Email information about opioid issues to other professions • Idea: Incorporate convention speakers into program that will attract other provider groups • Idea: Provide CEs for other professions • Improve public awareness <ul style="list-style-type: none"> • Idea: Email information about opioid issues to other professions • Idea: Incorporate convention speakers into program that will attract other provider groups • Increase outreach to new grads and new licensees <ul style="list-style-type: none"> • Idea: Scholarship for moving to Virginia • Idea: Create a start-up fund (explore requirements) • Idea: Attend job fairs • Idea: Post on school classifieds • Idea: Put on new doc events • Promote the economic value of chiropractic • SecureCare’s increasing inroads with insurers • Add: Veterans Administration issues 	<p style="text-align: center;">Threats (T) to the Association</p> <ul style="list-style-type: none"> • Apathy - <i>Continues to be top threat</i> <ul style="list-style-type: none"> • Internal and external • Member and non-members • Staffing <ul style="list-style-type: none"> • Attract and retain good people • Succession plans • Identity and cultural authority <ul style="list-style-type: none"> • Adjust v. manipulate • Communication of association vision and benefits • Add: Veterans Administration issues

Hot Topics

Several participants provided briefings on key issues to aid in the day’s discussions, including:

- Future of Chiropractic Strategic Plan – Dr. Tom Wetzen
- Opioid Settlement Money – Dr. Alli Totzki
- Legislative Updates – Dr. Joe Foley, Mr. Bo Keeney. Some of the items included non-compete clauses, removing malpractice caps, and universal licensure.

- Proposed CEU Changes – Dr. Joe Foley
- Veterans Administration – Dr. Rose, Dr Keegan.

Goals & Progress



Goal 1: Advocacy and Influence

Dr. Pinto highlighted some examples of the progress made under Goal 1.

We continued to work to increase awareness of the importance of the Virginia CPAC and increase donations. The way that contributors are recognized was updated, a new donation app was launched, and Dr. Phil Golinsky led a drive that brought in dozens of new donors and nearly \$100,000 in donations.

We continued to encourage and provide support to doctors to help them build and strengthen relationships with legislators. We've established a goal of featuring a legislator at each of our

conventions. For instance, at the Spring 2023 Convention the Lt. Governor Dr. Winsome-Sears spoke at the General Membership Meeting.

Goal 2: Practice and Career Success / Public Awareness and Growth

Dr. Swift highlighted some examples of the progress made under goal 2.

We conducted a webinar providing social media training and recorded it for continued access.

Dr. Amanda Blonigen conducted a Nuts + Bolts Lunch n Learn on her success in bringing chiropractic adjusting to the schools. She will be presented more on this at the upcoming Spring Convention.

We stepped-up our communications regarding valuable Foundation for Chiropractic Progress tools and resources available to members through the UVCA's Group membership, including its monthly marketing road map.

We initiated several programs to help enhance adjusting skills. For example, we worked with MLS Seminars to bring a two-day adjusting seminar to Northern Virginia and BioGeometric Integration (BGI) is bringing an adjusting program to Loudon County in March.

We expanded our Mentor Program and staffed a booth to help promote it and answer questions at the conventions.

Goal 3: Association and Membership Strength

Ms. Connolly highlighted some examples of the progress made under goal 3.

We further integrated the new CA certification program into the conventions and provided credit towards it for convention attendance. We are working to break the three 10-hour modules down into smaller, more manageable segments.

We worked with the ACRRT and York Technical College to launch a new and improved Rad Tech Ltd program.

We significantly increased and enhanced our social media presence.

District Directors increased connections with doctors through area events including both clinical presentations and purely social opportunities. Board Members have been extending personal invitations to doctors to attend District Connections and conventions.

We updated our online leadership manual and conducted leadership training. The training sessions yielded new strategies for further supporting and developing leadership.

We increased the frequency in which we obtained new licensees from the Virginia Board of Medicine and stepped up our outreach efforts.

We created several new membership benefits pieces and communications campaigns to better promote benefits to non-members, increase existing members' awareness of benefits, and increase member utilization.

BREAKOUTS

The attendees broke into three groups to brainstorm topics that directly support the strategic plan goals. Dr. Perron suggested that as we brainstorm membership marketing messages we shift:

- from why we feel they should be a member
- to why do they join? What do they care about?

Dr. Williams suggested that fear vs. hope eradicates apathy.

Afterwards the groups came back together. Each group debriefed their work and additional brainstorming ensued. The following notes are derived from those breakouts and subsequent full-group discussion.

Breakout Group: RECRUITMENT

Recruitment Brainstormers

Dr. Joel Cheek
Dr. Phil Golinsky
Dr. Ainsley Hendon Flynn
Dr. Corey Malnikof
Dr. Aaron Trochim
Dr. Tom Wetzen
Dr. Sarahfina Wipf

Notes



Scripts:

“That’s okay – We have a sponsorship program so next year you can afford it.”

“As a group we can help you with the big suppliers and vendors.”

Target non-members:

- Retirees
 - Invite to district meetings, social events
 - Hold fireside chats
 - Engage their help in recruiting, making personal visits
 - Recognize retired DCs at conventions; have them stand up; give them a place of honor
- New Grads
- Past Members
 - Send retiree?
- Older DCs
- Students – Connect at schools
- CAs – Turn into careers



Recruitment messaging:

- Money and new patients
 - Conventions: “Latest and greatest!”
 - Group discounts
 - Create list of things DCs spend money on in the office
- Community
 - District directors
- Advocacy and support
 - Brand recognition of our members who support the UVCA mission; video
 - Retirees
 - Big shots
 - Authors
- FOMO: Want to be in the room when it happens.
- UVCA membership graphic (*right*) is “busy.” Need something simpler. Challenge is how to showcase so many benefits.

“This weekend was great! Your efficiency was what every type A person's dreams are made of! I really love it when people respect my time and follow the schedule. It was a lot of fun for me and I hope to be back for many years.” Dr. Ainsley Hendon-Flynn



UVCA leadership and organizational connections and experience (relationship with the Lt. Governor, Dr. Rose’s working through issue with Veterans Administration, etc.) essentially provide insurance to protect practices. Just like business liability and malpractice insurance – which doctors pay every year, even if they don’t think they’ll have to use it – UVCA membership is like any other necessary insurance to protect DCs and their ability to practice.

Ideas:

- First 3 months for free with a 15-month contract; conference special
- Pay for convention and get first year free
- Create a basic membership with fewer benefits to at least start to engage the person and get contact information
- At convention: New member lunch with UVCA leadership

- Larger practice groups
- Preceptor laws: Work to change/make chiropractic colleges aware.
- Continue/expand on partnerships with adjusting technique groups such as MLS and BGI. (Our doctors loved MPI when we've brought them to Virginia in the past, but they are not currently interested in doing programs with state associations.)
- Sponsored memberships
 - Filters right into mentor program
 - Sponsor actually pays the dues and receives a benefit in return (instead of just being named as referring the doctor to membership in exchange for recognition, competition for up to \$1000 cash)
- If doctors are going to the colleges, can help to spread awareness about UVCA. For example, Dr. Malnikof is going to all the colleges this year and has offered to help. How can we take advantage of this?

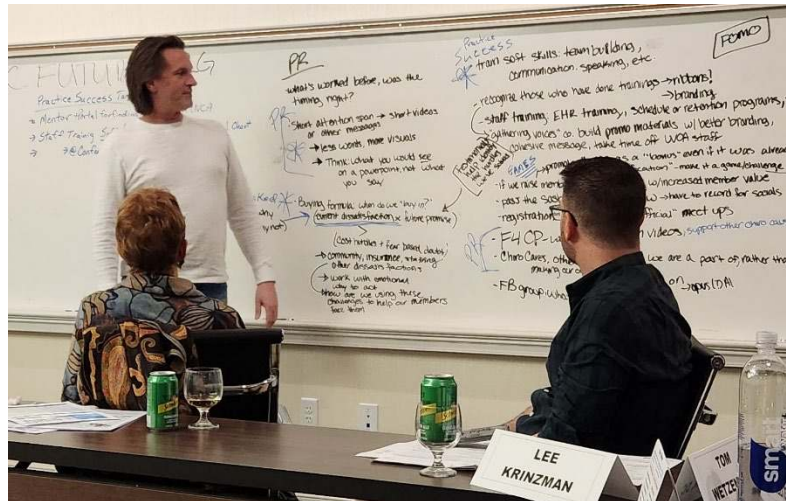
Social Media engagement

Members only

Content creator (Need ways that would allow more user-generated content on social, like short, fun video clips, and help create community... Maybe an unofficial Facebook group as opposed to the official UVCA page which has content designed to be shared

Plant the FOMO at free events

Promote the UVCA brand of EXCELLENCE. Be a part of excellence. Highlight members who personify excellence.



(Update) Member-Get-a-Member (MGM) Campaign:

We'll finalize and launch the 2024 member-get-a-member (MGM) campaign right away, so we don't lose this weekend's momentum. We'll tweak the main MGM tag/theme from "Sharing for Success" (which we've used for the last several years) to a more contemporary and active version related to CONNECTION. The aspect of connection has good legs: the new member can connect with other DC and CA members, experts, affinity partners, technology, resources, etc. to be more successful in their career, and the sponsor shares in the success and gets recognition. Connecting and success also directly tie into the Membership Means More graphic we use in our current membership flyer. Some initial tagline ideas:

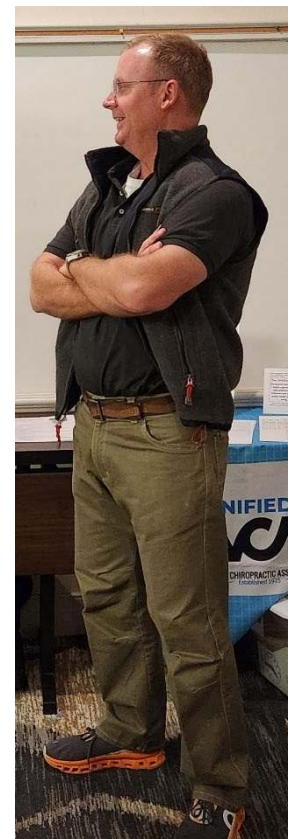
- Connect with Success
- Make the Connection
- Connecting Chiropractic

Breakout Group: RETENTION

Retention Brainstormers

- Dr. Eric Carlsen
- Dr. Stephen Hussey
- Dr. Shawn Keegan
- Dr. Taylor Myers

"Great opportunity to come together and formulate a plan while understanding current trends and information available." Dr. Chris Virusky



Dr. Bob Pinto
Dr. Chris Virusky
Dr. Kevin Walsh

Notes

Onboarding:

- VP letter --> DD --> other members/more frequent connections
 - Ask what they need; invite to talk
 - Get new members together; experience that they are not alone
- Get new members to the convention
 - Welcome them
 - Have a list of new members
 - Specific badges (current ribbons aren't sufficient?)
 - New attendee lunch or another event
- Track when membership is due to expire so DD can reach out before then
- Utilize referral doc to help get the member he/she referred involved
- Encourage new members to sign up for WhatsApp.
- Personal visits.
- Important to associate UVCA with a face; harder to say no to or ignore a person
- It takes time to understand the value; to make everyone care about the profession

The importance of helping new members feel connected cannot be overstated. Dr. Hussey shared his personal experience that his first couple of conventions were quite lonely and there were few DCs that came up to welcome him or socialize in general. If he knew when new members joined, he would reach out and welcome them. One idea was to welcome new DCs on VCA doctalk. If there is a member that is nearby, he/she can try to reach out and create that connection.

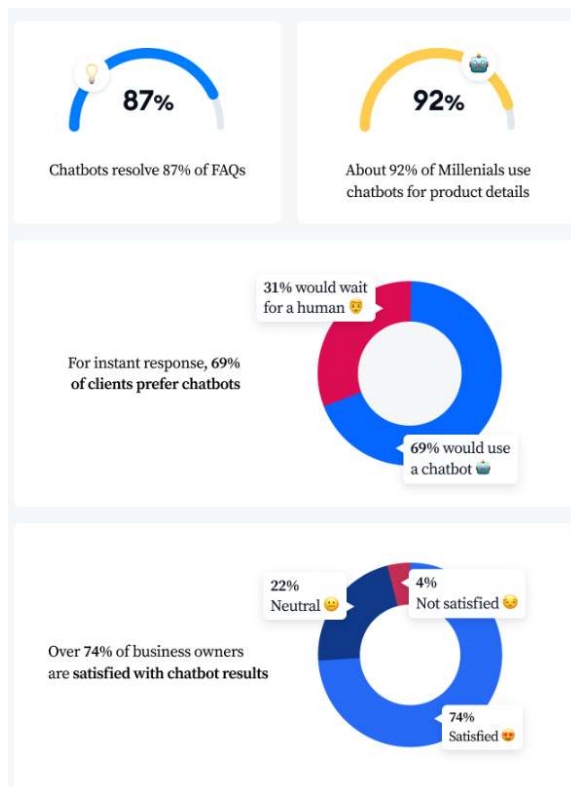
Why are we here?

- Camaraderie
- CEUs, knowledge, latest information
- Support (UVCA can “circle the wagons and shoot inward” sometimes)
- To get involved
- Because a mentor told him/her to

Message: **“Come home to your Virginia Chiropractic family.”**

Renewal notices: Harder to ignore notices with a FACE.
Include a short video from the DD or at least his or her photo.

Dr. Virusky suggested that we look into adding a chatbot to our website. *(Update: The UVCA team has obtained recommendations on Chatbots that would integrate well with our website. We are researching options, potential benefits, and fiscal impact. The graphics to the right display what one recent study concluded about Chatbots.)*



Breakout Group: PUBLIC RELATIONS & PRACTICE SUCCESS

PR and Practice Success Brainstormers

Dr. Christine Fallwell
Dr. Austin McDade
Dr. Chris Perron
Dr. Carly Swift
Dr. Alli Totzke
Dr. Lisa Williams

Notes

Public Relations

What has worked/not worked in the past? Was the timing right?

People have short attention spans so need short videos and short messages.

- Fewer words, more visuals.
- Think about *what you would see on a PowerPoint*, not *what you would say*.
- Elevator pitches.
- Videos, videos, videos.

Buying formula: When do we “buy in?”

- (Current dissatisfaction x future promise) > (Cost hurdles and fear-based doubt)
Current dissatisfaction refers not just to what is “hard” about practice, but what goals they are ready to tackle.
- Need to know “What’s your why?” How do our members/potential members see the UVCA? What is the “why” that will translate to buy-in to support the UVCA? Why do they NOT support the UVCA?
- Testimonials help identify the hurdles we’ve solved.
- Community, insurance, staff, other dissatisfactions: How are we using these challenges to identify ways to help our members face them?
- Work with the emotional “why” to act.

Foundation for Chiropractic Progress (F4CP): The group felt our Group Membership in the F4CP was worth the investment. Even if not utilized (yet) by as many as we’d like, the perks it provides to our members and the support that the Foundation provides to the profession overall and the UVCA specifically supports keeping it.



Participate in/with ChiroCares or other groups’ PR initiatives, rather than creating on our own. Greater efficiency, less recreating the wheel, louder voice. (*Update: Working on identifying what ChiroCares is doing in 2024.*)

Utilize Facebook Group, WhatsApp, cross-posting on platforms – OPUS? (AI)

Need to be mindful of which demographics use which platforms. For example, Facebook is for an older demographic and is not used by younger crowds.

Platforms like Sendible make it easier to post across platforms. *Update:* UVCA team confirmed that we already post to both Facebook and Instagram via the Meta biz suite in FB. Important to keep up with both to reach broader demographics.



To reinforce our brand, we want to make a point to watermark our logo on posts, use our logo colors, etc. However, there are exceptions to this. Sometimes just using a photo or sharing another post can be just as effective, convey a greater sense of immediacy, generate more reach, and still enhance our brand (plus there isn't always time to design something 😊).

Some studies suggest that while aesthetically pleasing and brand forward, having all posts designed consistently doesn't necessarily equate to higher engagement; in fact, sometimes it ends up feeling corporate and less personal. It is a balance the UVCA team will continue to keep in mind.

Practice Success

Mentor portal for finding UVCA resources

- Organizational chart

Provide staff training at conferences

- Soft skills: teambuilding, communications, speaking, etc.
- Hard skills
- E.H.R. training, schedule or retention programs, social media how-tos
- Recognize those who have completed trainings
 - Ribbons
 - Branding

The “Gather Voices” software would help us to build promo materials and videos with better branding, a more cohesive message, take time off UVCA staff, etc. VCA needs content to showcase what we are doing for members. Whether through education or advocacy, we have to show members the benefits. Content is king, and we need more of it through whatever means we are able to afford. Gather Voices (<https://www.gathervoices.co/>) may be beyond our budget currently, but maybe we can do something similar.

If we raise member costs, the increased costs must align with increased member value.

- Promote things as a “bonus” even if it was already included

Gamification: make it a game/challenge to do things that aren't an immediate given.

- Incentivize networking
- District leaders identified to help build relationships
- District meetings at conventions
 - Carve out a half hour in the program for a district meeting or perhaps just a few minutes at the beginning of Welcome or President's Reception.
 - Idea: Go to district meeting and get a drink ticket.
 - Competition between districts (how many attendees from each district)
- **Contests for connections**
- “Pass the sash”
 - Meet someone new and pass the sash to someone else to meet someone new
 - Record for social



Registration desk – Have a list of unofficial “meet ups” providing the person to text if interested.

- Evening walk,
- Morning work-out,
- Drink at the bar,
- etc.

Identify ways to incentivize participating/supporting at a higher level. For example, Premier DC members and higher-level exhibitors get drink tickets at convention receptions.

FOMO

Seems like the group wants information on our advocacy efforts and that they are a huge benefit to members. Idea: Quarterly advocacy webinars for members.

Perhaps Dr. Alli Totzke could do a webinar on the opioids settlement fund.

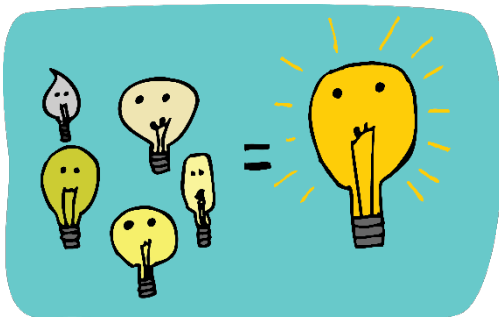
Breakout Group FLOATERS

Dr. Michelle Rose
Ms. Selena Espindola
Ms. Julie Connolly
Ms. Kristin Fletcher
Dr. Joe Foley
Mr. Bo Keeney
Mr. Lee Krinzman

Ms. Marilyn Porras, President of Chirocenters Management Group stopped by to say hi to the group. CMC generously sponsored the evening’s dinner.

In addition to sponsoring the strategy meeting attendee dinner, CMC had also sponsored the 2023 Member-Get-Member Campaign jointly with Chiro1Source. Marilyn also presented Dr. Phil Golinsky, winner of \$1000 for sponsoring the highest number of new members, with a check for her half of the prize. Dr. Golinsky donated the \$500 back to the UVCA!!!

Next Steps



The leadership, volunteers, and staff will now look at how the results of the brainstorming discussions can be translated into specific strategies, initiatives, and projects. We want to reach more doctors more effectively so that they will be more successful and UVCA’s value to them will be clear – thereby strengthening UVCA membership and participation so that it has the resources to do more for Virginia Chiropractors.

Did anything here feed into your interests and passions? We welcome your insights and support as we move initiatives forward! Reach out to Dr. Michelle Rose, UVCA President, at michelle@grc.hrcocmail.com.