

# UVCA Strategic Plan

## Updated to Reflect 2023 Strategic Planning Meeting

As of 3/1/2023

**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.

## 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.

### Strengths (S) of the Association

The UVCA's top strengths include:

- Diversity of practice philosophies
- Stable membership
- 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

### Weaknesses (W) of the Association

The group felt that the UVCA's greatest weaknesses include:

- A lack of awareness of the association and benefits it provides.
  - 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.
  - 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.
  - 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.

## Opportunities (O) for the Association

The group saw the following as opportunities for the UVCA:

- New affinity programs
  - Idea: table companies
- Virginia CPAC
- Membership support
- Learn from other states
- Referrals from other providers
  - 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
  - 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
  - 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

## Threats (T) to the Association

Finally, the group listed the following as the top threats to the UVCA:

- Apathy
  - Internal and external
  - Member and non-members
- Staffing
  - Attract and retain good people
  - Succession plans
- Identity and cultural authority
  - Adjust v. manipulate
- Communication of association vision and benefits

## Goals

The goals of the UVCA Strategic Plan are:

**Goal 1 – Advocacy and Influence**

**Goal 2 – Practice and Career Success / Public Awareness and Growth**

**Goal 3 – Association and Membership Strength**



## Goal 1 – Advocacy and Influence

### Strategy 1: Strengthen CPAC

The following DCs volunteered at the 2/4/23 meeting to help with Goal 1:

• Joe Foley	<a href="mailto:bonesdc@aol.com">bonesdc@aol.com</a>	Leg Comm Co-Chair
• Brad Robinson	<a href="mailto:drbrad@wardscornerdc.com">drbrad@wardscornerdc.com</a>	CPAC Chair
• Bill Ward	<a href="mailto:wmbward@comcast.net">wmbward@comcast.net</a>	Leg Comm Co-Chair
• Alli Totzke	<a href="mailto:drtotzkecd@gmail.com">drtotzkecd@gmail.com</a>	PR Comm Chair
• Corey Malnikof	<a href="mailto:drcorey@palmercare.com">drcorey@palmercare.com</a>	
• Phil Golinsky	<a href="mailto:pgolinsky@gmail.com">pgolinsky@gmail.com</a>	
• Bibhu Misra	<a href="mailto:drmisra@theomcenter.com">drmisra@theomcenter.com</a>	Past Board Member
• Minesh Patel	<a href="mailto:mpatel@ariyachiro.com">mpatel@ariyachiro.com</a>	
• Michelle Rose	<a href="mailto:michelle@grc.hrcoxmail.com">michelle@grc.hrcoxmail.com</a>	President
• Kevin Walsh	<a href="mailto:drwalsh@walshfamilychiro.com">drwalsh@walshfamilychiro.com</a>	Past Board Member

Also: Bo Keeney, the Keeney Group – Advisor, Leg Consultant

#### 1: Increase awareness of Virginia CPAC. (What is CPAC?)

- a. Hone talking points. (“Don’t let Virginia become the next Texas.”)
- b. Update materials. (2/23 Dr. Foley discussing with Dr. Robinson and Bo.)
- c. Invite Lt. Governor and Attorney General to speak at UVCA convention. (Richmond location is ideal.)  
(2/23 Update: Bo Keeney is pursuing this on our behalf. We’ve approved a contribution of up to \$5000 for this purpose.)
- d. Hold contributor meet-and-greet with legislators.  
(2/23 Update: Omitted rally cry for Dr. David Brown since he has pulled out of race for Virginia House of Representatives; however, we will still utilize him as an advisor.)

#### 2: Increase donations.

- a. Provide immediate and ongoing gratification for contributing.
  - Review current thank you SOP and brainstorm how to strengthen.
  - Look into real-time tracking app for 1<sup>st</sup> time contributors. (2/23 Update: Bo Keeney is sending Dr. Rose some info on this.)
  - Hold special contributor events such as meet-and-greets with legislators.
- b. Create and promote benchmarks for percentage of participation.
- c. Shift from publishing a CPAC pledge list to a list of paid contributors and the amount they’ve actually paid to date in the calendar year. (2/23 CPAC will work with Keeneys to finalize new structure.)
  - Email the past contributors to let them know they’ve been dropped from the contributor list and request that they re-up.
  - Set “re-list” goal to share with each member.
- d. Make calls. (3/1 Dr. Golinsky working with CPAC and Keeneys on this.)

### Strategy 2: Strengthen Relationships

#### 1. Strengthen relationships with Legislators.

- a. Grow Virginia’s key contact list. (Note: Redistricting is coming up.)
- b. Target health committee.
  - Goal is 1:1 – 1 DC on a first name basis with each legislator.
  - 140 total state legislators. If we target health committee: 22 House + 15 Senate = 37 relationships.
  - AI: Database/matching to location. (Note: Must do this manually/individually in UVCA AMS.)

- c. Help doctors connect with legislators.
  - Create talking points/bullets for doctors re: how to connect with legislators.
  - Update UVCA Legislative Guide. Create a video version?
- d. Provide 15 minutes for legislators to speak at educational meetings. (Per Strategy 1, Item 1(c), Keeneys are working on this for Spring 2023 Convention.)
- e. Have a legislator be a guest speaker at a District Connection.

**2. Strengthen relationships with other provider groups and professional associations.**

- a. Incorporate convention speakers into our programs that will attract other provider groups.
- b. See if we can get CE approval for our convention sessions for MDs or other healthcare providers. Would both help develop relationships and boost convention attendance.
- c. Email information about opioid issues to other professions.
- d. Email information about opioid issues to other professions.

**Strategy 3: Defend Scope” – OMIT FROM PLAN**

The leadership determined that this is an ongoing and high priority focus of the association so does not currently need to be a specific strategy.

**Goal 2 – Practice and Career Success / Public Awareness and Growth**

The following DCs volunteered at the 2/4/23 meeting to help with Goal 2:

• Lisa Williams	<a href="mailto:gojubileefamily@gmail.com">gojubileefamily@gmail.com</a>	District Director
• Alli Totzke	<a href="mailto:drtotzke@gmail.com">drtotzke@gmail.com</a>	PR Comm Chair
• Carly Swift	<a href="mailto:drcswift@gmail.com">drcswift@gmail.com</a>	Board Secretary
• Sarahfina Wipf	<a href="mailto:sarahfina.wipf@gmail.com">sarahfina.wipf@gmail.com</a>	

**Strategy 1: Increase Public Awareness/Public Relations**

**1. Increase PR activity.**

- a. Provide updated social media training.
  - Nuts & Bolts Lunch n Learn, then record and post on website. (Scheduled for 5/18/23 by Dr. Carly Swift.)
  - Convention session.
  - District Connection.
- b. Increase presence at schools (peds). (2/23 Dr. Swift pulling info. together from her work on this.)
- c. Reach out to other professions.
  - OB-GYNs (2/23 Dr. Swift has some experience she’ll share.)
  - Dentists
  - ER workers
  - UVCA DCs at their conventions
- d. Compile PR campaigns, activities, initiatives, and corresponding SOPs to create a library of how-tos for members in the VCA Vault.
- e. Continue to participate in ChiroCongress’ annual ChiroCares PR event.

**2. Increase awareness and utilization of Foundation for Chiropractic Progress tools and resources through the UVCA’s Group membership.**

**3. Strengthen PR Resources in the VCA Vault.**

- a. Increase awareness and utilization of PR resources for members in the VCA Vault.
  - b. Create/add more PR resources to the VCA Vault.
4. **Visibility on the Board of Medicine.** (I wasn't sure what this referred to. Leverage visibility on the Board of Medicine? Increase that visibility? Ideas?)

### Strategy 2: Enhance Adjusting Skills

1. **Provide adjusting certification programs (TPI, Acupuncture).**  
(2/23 Update: Held acupuncture training program in 2022 with AcuPractice. Should wait a year or two to do again.)
2. **Provide technique programs/experts at conventions.**  
(2/23 Update: Dr. Rose has reached out to a couple of adjusting training groups and discussions are underway. Dr. Anish Bajaj is scheduled to speak at Fall 2024 Convention on Sacro-Occipital-Technique, Chiropractic Craniopathy, Soft Tissue Orthopedics, and/or Sports Chiropractic.)
3. **Provide one-day training separate from conventions.**  
(2/23 Update: Dr. Rose has reached out to a couple of adjusting training groups and discussions are underway.)

### Strategy 3: Help DCs Succeed/Support New and Existing DCs

The following DCs volunteered at the 2/4/23 meeting to help with Goal 3:

- Corey Malnikof      [drcorey@palmercare.com](mailto:drcorey@palmercare.com)
- Will Sonak          [drwill@vafamilychiropractic.com](mailto:drwill@vafamilychiropractic.com) Past Board Member
- Carly Swift         [drcswift@gmail.com](mailto:drcswift@gmail.com)             Board Secretary
- Michelle Rose       [michelle@grc.hrcoxmail.com](mailto:michelle@grc.hrcoxmail.com)     President
- District Directors (part of job description)
  - Lisa Williams     [gojubileefamily@gmail.com](mailto:gojubileefamily@gmail.com)     Director, District 1
  - Shawn Keegan    [shawnkeegan@mac.com](mailto:shawnkeegan@mac.com)         Director, District 2
  - Aaron Trochim    [aarontrochim@gmail.com](mailto:aarontrochim@gmail.com)       Director, District 3
  - Eric Carlsen      [spine123@netzero.net](mailto:spine123@netzero.net)         Director, District 4
  - Christine Fallwell [drfallwell@gmail.com](mailto:drfallwell@gmail.com)         Director, District 5
  - Chris Virusky     [cvirusky@hotmail.com](mailto:cvirusky@hotmail.com)         Director At Large

Also: Marilyn Porras, Chirocenters Management Corp. – Interested in sponsoring new DC events.

1. **Continue to develop Mentor program.** (2/23 Currently 6 pairings, all started in December 2022 or January 2023.)
2. **Expand practice management tools/resources in the VCA Vault.**
3. **Provide more training and opportunities for:**
  - a. Adjusting skill development. (See also Strategy 2 above. Dr. Rose has reached out to a couple of adjusting training groups and discussions are underway.)
  - b. Financial practices.
  - c. Opportunities for personal growth.  
(2/23 Update: “KEYNOTE: Becoming the Top 1% in Chiropractic” by Freddys Garcia, DC, MS, DACNB, FACFN, FABES from The Carrick Institute at Fall 2023 Convention.)
4. **Create PowerPoints for use in/by office.** (Patient education? Office mgmt.?)

5. **Fight unfair TPAs, resolve MedPay issues.**

## **Goal 3 – Association and Membership Strength**

### **Strategy 1: Increase Resources and Revenue**

1. **Reach out to large national chiropractic groups like Chiro One.**
  - a. Promote supplier and DC membership in the UVCA.
  - b. Market their offerings to DCs through the UVAC (conventions, sponsorships, advertising).
2. **Integrate new online/on-demand CA certification program with convention sessions.**
  - a. For example, Module 1 at Spring 2023, Module 2 at Fall 2023, Module 3 at Spring 2024, etc.
  - b. If CA attends modules at conventions, gets a rebate and time credit towards the 30-hour online certification program.  
(2/23 Update: Dr. Crivelli, who developed the online/on-demand program, has agreed to teach rotating excerpts from the program at in-person conventions. CA registrants who attend his convention sessions can deduct that time from the 30 hours needed for “certification” if they purchase that program.)
3. **Support participation in new Rad Tech Ltd. program via ACRRT.**
  - a. Continue to help ACRRT as needed to finalize details. (2/23 Update: ACRRT is in final stages of vetting and approving sources for the online training and working out relationship/revenue-sharing between ACRRT, state associations, and those training groups. ACRRT feels will be finished by April 2023.)
  - b. Promote to member and non-member DCs and CAs.
4. **Better utilize UVCA social media.**
5. **Seek out and develop new affinity programs.**
  - a. Example: table companies.

### **Strategy 2: Develop and Enhance Leadership**

1. **Build community.**
  - a. District Directors extend personal invitations to DCs to attend events.
  - b. Hold quarterly new DC dinners featuring practice how-tos.

### **Strategy 3: Grow Membership**

1. **Target new licensees.**
  - a. Develop new licensees lists. (2/23 Update: UVCA staff has increased purchase of BOM licensee lists from the BOM from annually to quarterly. Will send lists to leadership to ask for detective work to help us confirm addresses, obtain emails, etc. Dr. Rose has done a bit of this to get a sense of what is involved.)
  - b. Promote resources, membership at chiropractic college job fairs.
  - c. Send a video welcome email to all new licensees.
  - d. Obtain stats on ways in which member DCs are more successful than non-member DCs.
  - e. Hold events for new doctors/new licensees, even if they aren't yet UVCA members. (Ms. Porrás of CMC volunteered to sponsor some of these.)
  - f. Scholarship for moving to Virginia.
  - g. Create a start-up fund (explore requirements).
  - h. Post on school classifieds

**2. Update materials to inform members and non-members of UVCA benefits.**