

UVCA 2023 Strategic Planning Meeting Report



Twenty-three Virginia DCs, two supporting suppliers/consultants, legislative counsel, and senior association staff came together on Saturday, February 4th, 2023 at the Embassy Suites by Hilton in Richmond for the UVCA's annual strategic planning meeting.

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

Eric Carlsen, DC
Julie Connolly, FICC
Christine Fallwell, DC
Joe Foley, DC
Phil Golinsky, DC
Hannibal Hervey, DC
Stephen Hussey, DC
Bo Keeney
Lisa Maciejewski-West, CMC
Corey Malnikof, DC

Bibhu Misra, DC
Michael Mulvaney, DC
Minesh Patel, DC
Chris Perron, DC
Marilyn Porras
Bob Pinto, DC
Jennifer Rathmann, DC
Brad Robinson, DC
Michelle Rose, DC
Will Sonak, DC

Carly Swift, DC
Alli Totzke, DC
Chris Virusky, DC
Kevin Walsh, DC
Bill Ward, DC
Tom Wetzen, DC
Lisa Williams, DC
Sarahfina Wipf, DC

After introductions, UVCA President Dr. Michelle Rose talked about the importance of this annual meeting and outlined the day's plans. ChiroCongress President and Past UVCA President Dr. Tom Wetzen briefed the group on the national Future of Chiropractic strategic plan project and how it potentially dovetails with our own.



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.

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.

The attendees split into four groups and reviewed the results of previous SWOT exercises regarding the association. Following are updated SWOT results per those breakouts. The group then reconvened for discussion and finalized the following list.



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

Hot Topics

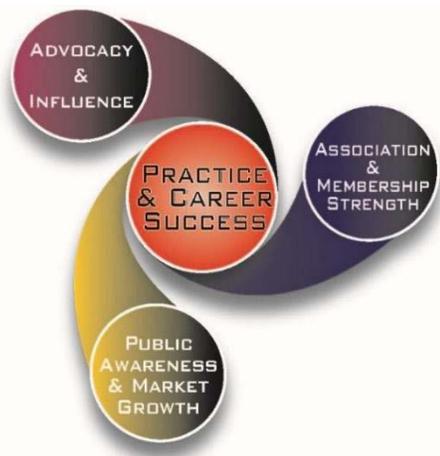
Several participants provided briefings on key issues to aid in the day's discussions, including:

- Medicare
- Upcoming legislation
- CPAC
- Workers Comp
- Medicaid

- Potential changes to continuing education regulations
- Association’s current membership picture, finances, trends
- Changes in the meeting industry; impact on conventions

Former Virginia Department of Health Professions Director, former Charlottesville Mayor, and licensed Doctor of Chiropractic Dr. David Brown stopped by to introduce himself to the group. He talked about his campaign for a seat on the Virginia House of Delegates and why he feels he is the candidate to vote for.

Goals



Dr. Rose provided a brief review of current plan goals and progress highlights from the past year.

The group felt that the SWOT results did not change the association’s main goals:

- Goal 1 – Advocacy and Influence**
- Goal 2 – Practice and Career Success / Public Awareness and Growth**
- Goal 3 – Association and Membership Strength**

Dr. Rose reported that based on the pre-meeting survey of attendees, the following items emerged as the group’s most important goals and strategies.

Goal	Strategy	%
Advocacy and Influence	Strengthen C-PAC	35.00%
Advocacy and Influence	Defend Chiropractic Scope	23.50%
Practice & Career Success / Public Awareness & Market Growth	Create Public Awareness	23.50%
Association & Membership Strength	Increase Association Resources & Revenue	6.00%
Association & Membership Strength	Increase Membership (Under "Increase Resources & Revenue" strategy or a separate strategy?)	6.00%
Association & Membership Strength	Develop, Enhance Leadership	6.00%
		100.00%

She broke the attendees into three groups, one for each goal, to review and update goals and strategies. The full group then reconvened to brainstorm projects and initiatives to support the strategies. Notes from those discussions appear below.

Goal 1 – Advocacy and Influence

Strategy 1: Strengthen CPAC

- Awareness (What is CPAC?)
- Rally Cry for Dr. David Brown

- “Don’t let Virginia be the next Texas”
- Set “re-list” goal to share with each member.
- Immediate gratification for contributing.
 - Idea: Real-time tracking app for 1st time contributors
- Contributor meet and greet with legislators
- Invite Lt. Governor and Attorney General to Spring Convention (Richmond location ideal)
 - Full-blown campaign
 - A donation of \$2500-\$5000 was suggested when requesting such an appearance
- Create and promote benchmarks for percentage of participation
- Update CPAC list.
 - Remove dead weight.
 - Email the “dropped” (past) contributors.
 - No more pledges! List those who’ve actually donated money and the amount they’ve actually donated, not pledges.

Strategy 2: Strengthen Relationships

Strengthen relationships with:

- Legislators by growing key contact list
 - (Note: Redistricting is coming up)
 - 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
 - Create talking points/bullets for doctors re: how to connect with legislators
 - Provide 15 minutes for legislator to speak at educational meetings
- Other provider groups
 - Idea: See if we can get CE approval for our convention sessions for MDs or other healthcare providers. Would help develop relationships and boost convention attendance.
- Other professional associations

(Group felt that “Defend Scope” was an ongoing and high priority focus of the association but that it did not currently need to be a specific strategy.)

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

Strategy 1: Public Awareness/PR

- PR Committee
- Social media training
- Schools (peds)
- Other professions
 - OB-GYNs (Dr. Carly)
 - Dentists
 - ER workers
 - UVCA DCs at their conventions
- Foundation for Chiropractic Progress
- PR Resources / The VCA Vault
- Visibility on the Board of Medicine

Strategy 2: Enhance Adjusting Skills

- Adjusting certification programs (TPI, Acupuncture)
- Technique programs/experts at conventions
- One-day training on its own, separate from conventions

Strategy 3: Help DCs Succeed

Support new and existing DCs

- Mentor program
- Practice management tools/resources
- Adjusting skills development
- Financial practices
- The VCA Vault
- Personal growth
- PowerPoints for use in/by office
- Fight unfair TPAs, Resolve MedPay issues

Goal 3 – Association and Membership Strength

Strategy 1: Increase Resources and Revenue

- Outreach to large national groups like Chiro One.
- Integrate online CA certification program with convention sessions.
 - Module 1 at Spring 2023
 - Module 2 at Fall 2023
 - Module 3 at Spring 2024
 - Module 4 at Fall 2024
 - Etc.
 - OR if person attends modules at conventions, gets a rebate and time credit towards the 30-hour online certification program.
- Updated Rad Tech Ltd. program via ACRRT.
- UVCA social media.

Strategy 2: Develop and Enhance Leadership

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

Strategy 3: Grow Membership

- Target new licensees
- Market at chiropractic college job fairs
- UVCA sends an email with a video welcome to all new licensees
- Obtain stats on ways in which member DCs are more successful than non-member DCs

Next Steps

At the end of the day, Dr. Rose asked first-time attendees how they felt after the day's work. The word heard most frequently? **"Inspired."** One new doctor observed that, "You all care so much." Another added, "And it's encouraging to see the specific action items centered around helping doctors succeed and adding VALUE."

The leadership and UVCA team will now:

1. Move ideas for programs and initiatives from the SWOT notes to the corresponding goals.
2. Prioritize based on urgency and resources (money, manpower).
3. Establish specific task assignments and timelines.

What caught your interest? If you liked a specific initiative included here or have interest, insights, or experience you'd like to share to help us continue moving our strategic plan forward, please contact UVCA President Dr. Michelle Rose at michelle@grc.hrcoxmail.com.

- No long-term commitment is required.
- You'll know your time is directly benefitting your profession, your practice, and your patients.
- It's fun!

