



Strategic Plan Report January 26, 2019 The Embassy Suites by Hilton, Richmond, VA

UVCA Mission

Helping Doctors of Chiropractic deliver exceptional care.

UVCA Vision

Chiropractic positioned as a highly regarded health care profession that improves and advances public health and well-being.

On Saturday, January 26, 2019, twenty-one experienced volunteer leaders, staff and invited guests met in Richmond for the Unified VCA's annual strategic planning session.

This year's meeting was a follow-up to the extensive review and revamping of the strategic plan that was conducted in early 2018. That event was facilitated by Bob Harris, a Certified Association Executive and internationally recognized expert on association management and long range planning. A summary of the end product of that meeting appears at Attachment A.

President Dr. David Dolberg opened the meeting with introductions and opening comments. He reviewed the four goals of the association -- the core competencies for which the board is committed to allocating sufficient resources -- and how they tie together.

- The most successful associations are those that help their members to be successful.
- In order for DCs to deliver exceptional care, they need to realize practice and career success.
- Practice and career success are impacted directly by advocacy and influence, public awareness and market growth, and the strength of both the association itself and the benefits it provides. A graphic depiction of the interrelationship of these goals, designed by Dr. Eric Saxton, appears below.



Executive director Ms. Julie Connolly spoke to the pressures that all associations are facing that threaten their continued relevance. People expect -- and should expect -- measurable value in return for their membership dues. She recommended studying and modeling other successful associations to increase relevance. Strategies include building our board for thoughtful, effective decision making, comprised of individuals based on competencies; recognizing that we are serving constituents in a variety of generational groups; focusing on member markets we know we can serve well; zeroing in on the products and services that reflect our mission and we can deliver consistently and effectively; and identifying the ones we should not be dedicating resources or communications to, so they don't compete with the things our members really need from us.

Vice President Dr. Will Sonak expanded on the topic of generational groups and life stages. He talked about the differences in priorities and values and how we need to be sensitive to them in terms of benefits and communications. We looked at how Virginia doctors of chiropractic fall into these various groups, where we need to focus our efforts, and how this is going to change in the next 5-10 years. We discussed the information that we need to collect about our constituents so that we can serve them better -- and how we might obtain that information.

Treasurer Dr. Chris Perron shared the importance of a doctor's first 100 days as a Unified VCA member. We explored ways in which we can improve our new member orientation to help ensure that new members are aware of relevant benefits, how to access them, and who to contact for assistance. The more effective we are in this early stage, the more successful the doctor will be and the stronger the membership will be. This will enable the association to dedicate more resources to member service, rather than member marketing.

Dr. Michelle Rose, Unified VCA Secretary and Strategic Plan Champion, facilitated a review of the progress made since last year’s meeting. Committee and task force chairs provided updates on the sections of the strategic plan they were responsible for.

- Membership – Dr. Matthew Schrier, Membership Chair
- Insurance – Dr. Eric Carlsen for Dr. Eric Saxton, Insurance Chair
- Finance – Dr. Christopher Perron, Treasurer and Finance Committee Chair
- Public Relations – Dr. Carly Swift, PR Committee Chair
- Legislative – Dr. Joe Foley, Legislative Committee Co-Chair
- Practice Management – Dr. Jennifer Rathmann for Dr. Lee Matthis, Practice Management Chair
- Executive Board – Dr. David Dolberg, President
- Opioids Crisis – Dr. Chris Virusky for Dr. AJ LaBarbera, Task Force Chair
- CBD Task Force – Dr. Will Sonak for Dr. Scott Banks, Task Force Chair

All participants then engaged in dynamic brainstorming re: how to refine the elements of the strategic plan and make further – and greater -- progress. The outpouring of fresh ideas, insights and expertise reflected the energy

UVCA Values

The Unified VCA leadership’s decision-making is guided by these principles.

Unity - Strength through Diversity
Vision – Leadership, Innovation, Growth
Community – Serving the Public, Supporting our Members
Advocacy - Promote, Advance, Educate

and passion of those who donated their weekend to this work. “Goal Champions” were appointed to each goal to help coordinate the contributions provided by multiple groups beneath goals.

For a detailed review of the strategic plan, updates and action items, visit UVCA web site (VCA tab, Purpose, 2019 Strategic Plan). The membership will receive regular updates and opportunities to provide input so that they “own” the strategic plan.

If you would like to help advance the mission and vision of the Unified VCA or have any questions, comments or suggestions, please feel free to contact any member of the leadership or staff.

[Attachment A - Next Page]



2018 – 2020



Mission - Helping Doctors of Chiropractic deliver exceptional care.

Vision - Chiropractic positioned as a highly regarded health care profession that improves and advances public health and well-being.

Advocacy and Influence

Defending the scope of practice and payment processes to benefit Chiropractic and improve patient access to health care.

1. Position Chiropractic as important player in solving opioid crisis in Virginia.
2. Maintain strong, powerful lobbying team.
3. Strengthen C-PAC linkage.
4. Strengthen payment systems (third party, workers' comp).
5. Obtain member input re: practice act.

Practice and Career Success

Providing the tools and expertise to support member success.

- Toolkits and Resources
1. The VCA Vault®.
 2. Access to expertise (people, list-serve).
 3. Conferences and education (conventions, seminars, staff training, list-serve).
 4. Sense of community, camaraderie and belonging (list-serve, district meetings, signature social events)

Public Awareness and Market Growth

Improving the public's awareness of Chiropractic care and growing market share.

1. Brand strength and assessment.
2. Internet presence.
3. Create marketing pillars.
4. Public awareness campaigns.

Association and Membership Strength

Ensuring the leadership and resources to sustain a powerful state Chiropractic association.

1. Membership value.
2. Leadership strength.
3. Financial sustainability.
4. Technology investment.