How much time do you spend developing strategy or engaging in business planning?
Why develop a strategic plan?
Strategic Planning Can Answer Many Questions for You

<table>
<thead>
<tr>
<th>Vision and Mission</th>
<th>Why do we exist?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>What makes us different?</td>
</tr>
<tr>
<td>Overall Clinic Goals</td>
<td>What goals will help us to achieve our vision?</td>
</tr>
<tr>
<td>Tactics</td>
<td>What actions do we need to take to meet our goals and by when?</td>
</tr>
<tr>
<td>Assignments</td>
<td>Who is going to be in charge of which tactics?</td>
</tr>
<tr>
<td>Department &amp; Individual Goals</td>
<td>What can our employees do to help reach clinic goals?</td>
</tr>
</tbody>
</table>
The Strategic Planning Process

Prepare

Meet

Decide

Write

Implement
Gather Information:

Prepare

**Financial**
- Revenue History
- Profit and Loss Statement
- Budget and Variance

**Patient Flow**
- Number of Patients
- Number of New Patients
- Number of Procedures
Gather Information:

- Patient Satisfaction Survey
- Employee Satisfaction Survey
- Referring Physician Survey
- Owner Survey

- Critical issues for the clinic
- Critical issues for the individual doctor
- Expected results from the strategic planning process
- Priorities
- Work commitments for the following year
Prepare

Analyze Information:

- Historical Patterns
- Year-over-Year Differences
- Comparison to Benchmarks
  - Internal
  - External
- SWOT Analysis
- Competitive Analysis
## SWOT Examples

<table>
<thead>
<tr>
<th><strong>Strengths</strong></th>
<th><strong>Weaknesses</strong></th>
<th><strong>Opportunities</strong></th>
<th><strong>Threats</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Location(s)</td>
<td>Aging Providers</td>
<td>Build Out Space</td>
<td>Local/National Economy</td>
</tr>
<tr>
<td>Reputation</td>
<td>Office Appearance</td>
<td>Add Subspecialists</td>
<td>New Competitor</td>
</tr>
<tr>
<td>Staff Experience</td>
<td>High Debt</td>
<td>Expand Ancillary Services</td>
<td>Closing of Surgical Facility</td>
</tr>
<tr>
<td>Brand Position</td>
<td>Underutilization of Physical Space</td>
<td>Open Second Office</td>
<td>Loss of Physician</td>
</tr>
<tr>
<td>High Market Share</td>
<td>High Expenses</td>
<td>Acquire Retiring Physician’s Clinic</td>
<td>Merger of Competitors</td>
</tr>
<tr>
<td>Referral Network</td>
<td>Poor Systems</td>
<td>Build Surgery Center</td>
<td>Loss of Referral Source</td>
</tr>
<tr>
<td>Experienced Management</td>
<td>Chaotic Processes</td>
<td>Add Products</td>
<td>Multi-Specialty Clinic Adding Aesthetic Medicine</td>
</tr>
<tr>
<td>Comparative Factors</td>
<td>Your Clinic</td>
<td>Competitor #1</td>
<td>Competitor #2</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>-------------</td>
<td>---------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Leadership</td>
<td>3</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Clinic Reputation</td>
<td>4</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Convenience (hours)</td>
<td>3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Location</td>
<td>5</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Breath of Services</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Facial Rejuvenation Products/Procedures</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Waiting Room Extras (adequate seating, refreshments, magazines, etc.)</td>
<td>5</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Warmth of Facility</td>
<td>5</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Customer Service and “The Patient Experience”</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Marketing Programs/Community Awareness</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Telephone Skills</td>
<td>3</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Website Presence</td>
<td>2</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Social Media (Facebook/Twitter/YouTube)</td>
<td>2</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Pricing</td>
<td>3</td>
<td>4</td>
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<tr>
<td><strong>TOTAL SCORE</strong></td>
<td><strong>51</strong></td>
<td><strong>60</strong></td>
<td><strong>52</strong></td>
</tr>
</tbody>
</table>
Prepare

Information for Presentation to Physician/Owners:

- Reports of key data
- Summarize, but have details available
- Use visuals
  - Graphs
  - Charts
  - Pictures
Meet

Strategic Planning Meeting Preparation:

Ensure you can minimize distractions.
- Appropriate meeting time
- Meeting place
- Plan a retreat?

Ensure participation by key stakeholders.
- Owners
- Clinic Manager
- Employed Doctors?
- Outside Moderator?
Develop and Use an Agenda:

- Welcome and meeting objectives
- Review data and progress reports
- Identify areas of need
- Define options
  - Strategic
  - Tactical
- Discuss and gain consensus
- Assign tasks
- Summarize
Meet

Strategic Planning Meeting Success:

- Assign meeting facilitator to lead discussion and control the agenda.
- Allow discussion, but stay on topic.
- Record decisions and assignments.
- Distribute meeting summary with decisions and assignments.
What changes are we going to make?

- Services offered
- Internal processes
- Providers
- Locations
- Positioning
- Marketing
- Assignments
The Written Plan Should Answer:

- What we are going to do
- Why we are doing it
- When it will be done
- How it will be accomplished
- How much it will cost
Delegate as appropriate
Establish reporting schedule
Establish projected budgets
Monitor progress
  - Monthly reports
  - Doctor meetings
Evaluate results
Repeat the strategic planning process
Successful Implementation Requires:

- Strong physician and administrative leadership.
- Consensus among stakeholders.
- Communication with staff.
- Proper alignment of economic incentives between physicians and staff.
- Accountability and measurement.
Thank you!