



Strategic Planning Considerations

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Strategic and Business Planning



How much time do you spend developing strategy or engaging in business planning?

Strategic and Business Planning

**Why develop
a strategic plan?**



Strategic Planning Can Answer Many Questions for You

Vision and Mission

Why do we exist?

Strategy

What makes us different?

Overall Clinic Goals

What goals will help us to achieve our vision?

Tactics

What actions do we need to take to meet our goals and by when?

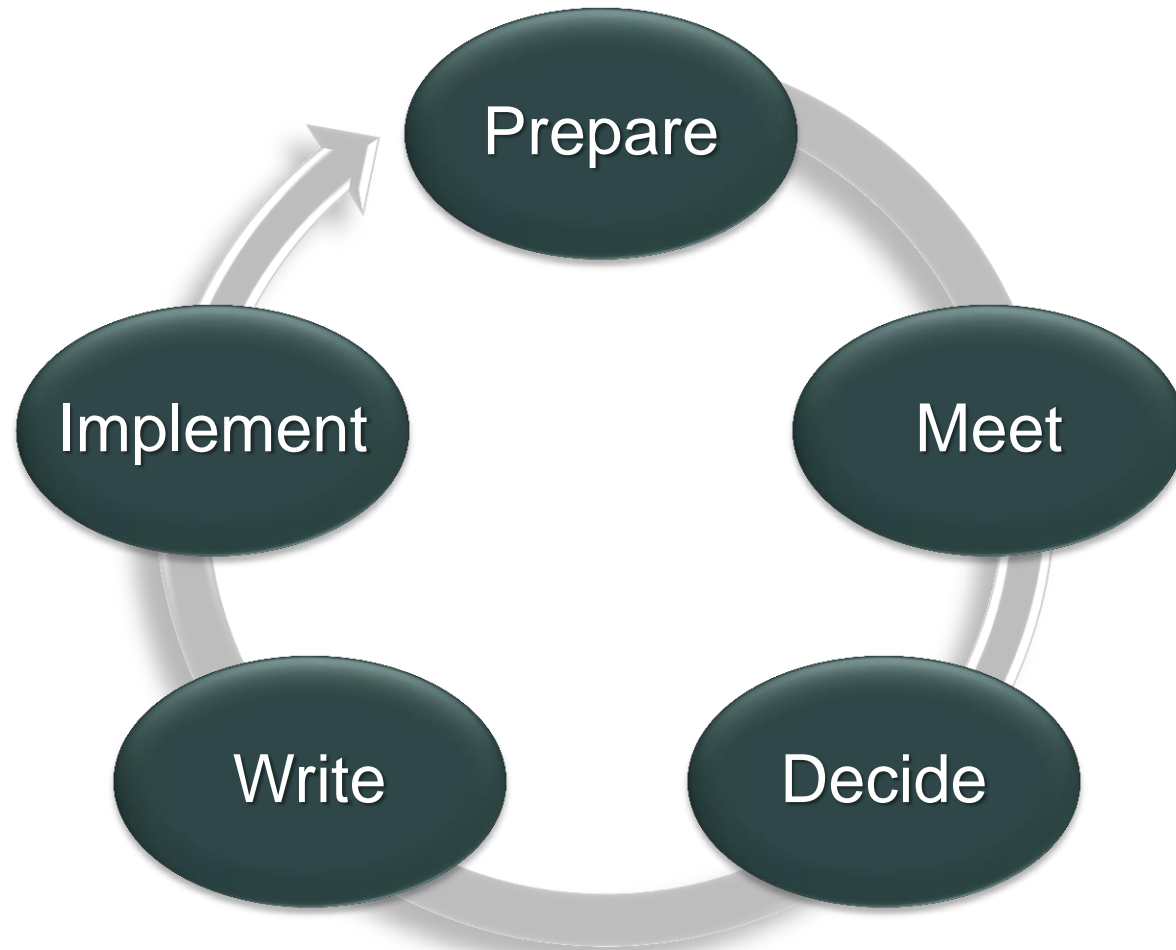
Assignments

Who is going to be in charge of which tactics?

Department & Individual Goals

What can our employees do to help reach clinic goals?

The Strategic Planning Process



Prepare

Gather Information:

Financial

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

Patient Flow

- Number of Patients
- Number of New Patients
- Number of Procedures

Prepare

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

S trengths	W eaknesses	O pportunities	T hreats
Location(s)	Aging Providers	Build Out Space	Local/National Economy
Reputation	Office Appearance	Add Subspecialists	New Competitor
Staff Experience	High Debt	Expand Ancillary Services	Closing of Surgical Facility
Brand Position	Underutilization of Physical Space	Open Second Office	Loss of Physician
High Market Share	High Expenses	Acquire Retiring Physician's Clinic	Merger of Competitors
Referral Network	Poor Systems	Build Surgery Center	Loss of Referral Source
Experienced Management	Chaotic Processes	Add Products	Multi-Specialty Clinic Adding Aesthetic Medicine

Competitive Comparison Example

Score 1 to 5: 1 = Poor 2 = Needs Improvement 3 = Average 4 = Above Average 5 = Strength

Comparative Factors	Your Clinic	Competitor #1	Competitor #2	Competitor #3
Leadership	3	4	3	3
Clinic Reputation	4	5	4	3
Convenience (hours)	3	3	4	3
Location	5	5	3	3
Breath of Services	4	5	5	3
Facial Rejuvenation Products/Procedures	4	4	5	3
Waiting Room Extras (adequate seating, refreshments, magazines, etc.)	5	4	4	2
Warmth of Facility	5	4	4	3
Customer Service and "The Patient Experience"	4	4	3	3
Marketing Programs/Community Awareness	4	4	3	2
Telephone Skills	3	4	3	3
Website Presence	2	5	4	2
Social Media (Facebook/Twitter/YouTube)	2	5	4	2
Pricing	3	4	3	3
TOTAL SCORE	51	60	52	38

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?

Meet

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.






Record decisions and assignments.

Allow discussion, but stay on topic.

Distribute meeting summary with decisions and assignments.

Decide

What changes are we going to make?

-  **Services offered**
-  **Internal processes**
-  **Providers**
-  **Locations**
-  **Positioning**
-  **Marketing**
-  **Assignments**

Write the Plan

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



Implement



Delegate as appropriate



Establish reporting schedule



Establish projected budgets



Monitor progress

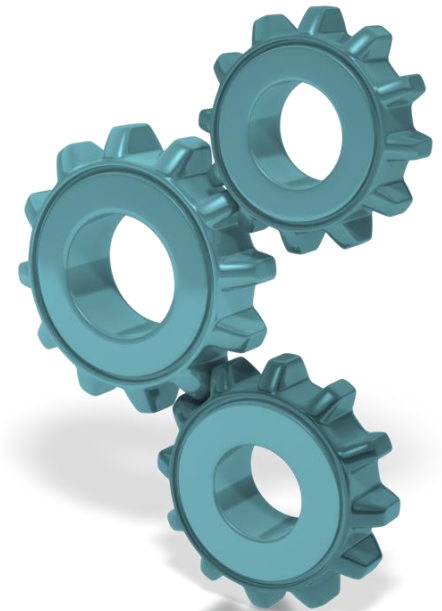
- Monthly reports
- Doctor meetings



Evaluate results

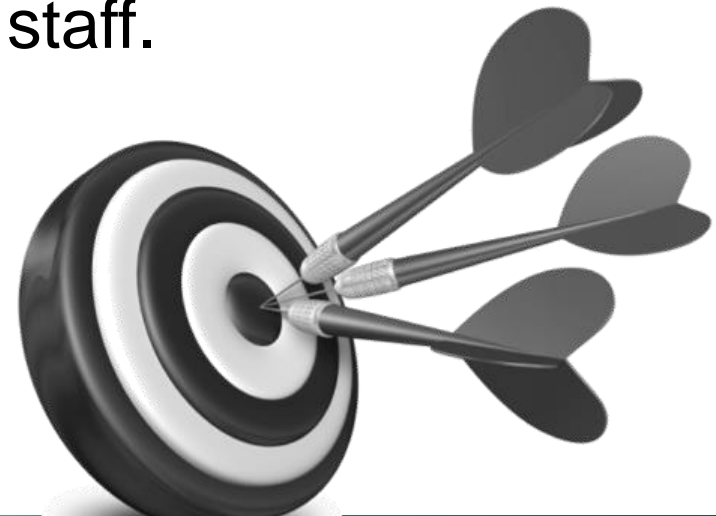


Repeat the strategic planning process



Successful Implementation Requires:

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



Thank you!

