

Strategic Planning Process Map- SpineZone Medical Fitness

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Step One- Set the Stage

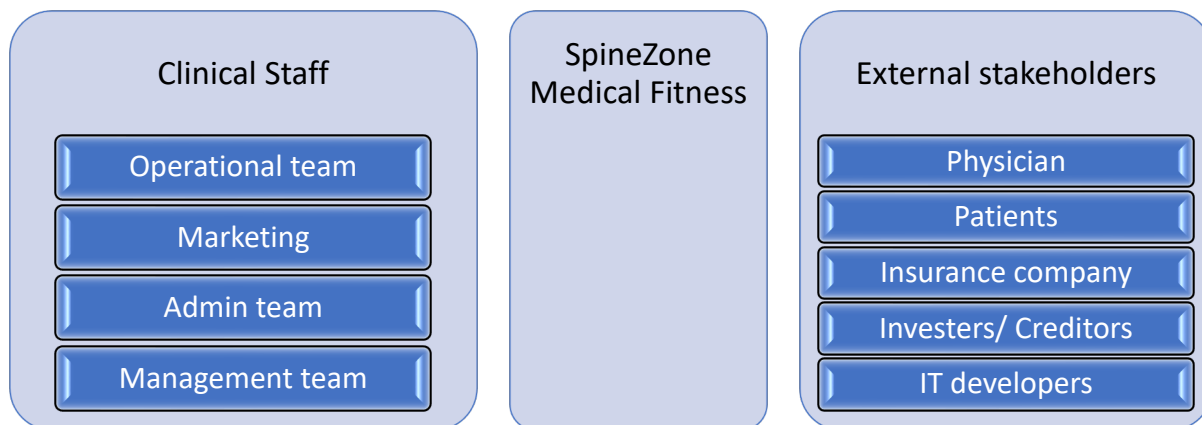
The Healthcare organization I have selected is the SpineZone medical fitness. A little background on the company, an orthopedic spine surgeon, established SpineZone in 2005 to develop the best aspects of non-operative treatment in an atmosphere of empowerment to maximize the body's own healing capacity. After developing a software solution to help patients manage their chronic conditions and signing up a large medical group. SpineZone now has 3 large medical groups referring patients, over 6 years of data from personalizing back pain treatments, and thousands of satisfied, pain-free customers. The mission statement "We are passionate about eliminating all unnecessary suffering from back and neck pain and dedicated to empowering patients to enjoy their highest quality of life." And Core values- Patience with Patients (Patient Frist, Accountability, Team, Improvement, Experts, Numbers, Compassion, Excitement).

A facilitator is someone who pays close attention to the process and ensures that it continues to go forward. An external facilitator helps me to lead the process without having to worry about interoffice connections or new employee onboarding. I'm more confident in my ability to ask challenging questions, analyze critically, stick to a schedule, assure everyone's participation, and facilitate more freely. "Strategic planning needs a script. Taking the time to set the stage may determine how well the steps will proceed and whether the plan will be Implemented. Strategic planning and implementation is the work of leaders and managers." (Ebener & Smith, 2015). The strategic team consist of the owner, Regional VP, Operational Director, Manger/ lead of each team and 2 members in each team. Which is total of 26-28 members.

Timeline- About a year, with three rocks, each with a three-month deadline. Each rock had three millstones, with a check-in and follow-up meeting every two weeks. To remain on track with the plan, rocks and millstones are placed. Each set of Rocks is part of the strategic plan, which has a three-month deadline. Each rock has numerous millstones; each millstone check in date is every two weeks, and each millstone is a step toward finishing a rock. These millstones are discussed, and each team's leaders or managers are given an update on how the task is progressing. If any difficulties arise, a discussion is held to help overcome those huddles.

Step Two- Doing your Homework

The meaning of a stakeholder is anybody that affects or is affected by a project or organization. Each stakeholder has different interests and requests and should be communicated with on an individual level that suits them. “Stakeholder analysis is the systematic identification and evaluation of external and internal individuals, groups, and organizations that have an interest in the success or failure of an organization.” (Ginter et al., 2018). Internal and external key stakeholders are needed to develop the business of SpineZone Medical fitness centers. All stakeholders in a business play vital roles in its success, but crucial internal stakeholders are particularly important. External stakeholders are individuals or organizations that are not affiliated with a company but are interested in or influenced by its performance.



Physical Therapists, Physical Therapy Assistants, and Rehab Technicians are all key stakeholders in an Physical Therapy Business since they offer the direct therapy that patients require. Managers and directors are equally vital since they supervise and aid in steering the team toward the organization's objectives. The marketing team will devise methods to expand the network and expand the company. Hospitals and physicians who refer patients, as well as patients and the community, are major external stakeholders. Due to finance supply, clinic location, and technology, creditors are critical external players. And an IT team to create a tailored EMR/EHR for the firm. Groups of insurance companies and insurance providers.

A SWOT analysis was performed, as can be seen in Table 1. Through this analysis, it was found that there are significant strengths and weaknesses in the organization. In terms of strengths, “Our customers rave about how we have helped them resume their lives. The SpineZone Program, developed by spine specialists, relieves back and neck pain while minimizing the need for surgery, prescription drugs or injections.” (SpineZone). With over 6 years of data from tailoring back pain treatments and thousands of delighted, pain-free clients, SpineZone now has three significant medical organizations recommending patients, including Scripps, SCMG, and Providence. The SpineZone method allows the body to recover itself and avoids pain recurrence while avoiding the need of unnecessary medications, surgeries, and injections.

<p><i>SpineZone Medical</i></p> <p><i>Fitness</i></p>	<p><i>Internal</i></p>	<p><i>External</i></p>
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<p><i>Positive</i></p>	<ul style="list-style-type: none"> • Customized online program with personal coach to treat those in need • We are experts at treating chronic pain and promoting prevention • Oversight by surgeons and therapists 	<ul style="list-style-type: none"> • SpineZone provides hiring, training, and administration • We've mastered the art of engagement and 60% of patients return • Our methodology is backed by > 80 research studies • Convenient and easy to use • Patient Advisory Board
<p><i>Negative</i></p>	<ul style="list-style-type: none"> • Limited to spine. • Internal evolution of departments. • Keeping employee satisfied and enthusiastic 	<ul style="list-style-type: none"> • Non-contracted insurance and medical group. • Competition by big organization and hospitals. • Recruiting and Retention of therapist.

Table-1 SWOT Analysis

Because of staff turnover and the cost of educating new physicians, recruitment can be difficult in a developing physical therapy organization. Employee retention may be aided by a competitive wage and benefits package, but overall, a positive working atmosphere in which employees feel empowered and appreciated will help. As an entrepreneur, you must have strong business skills to ensure that your physical therapy practice not only survives, but also thrives and expands. Attending business classes, seminars, and workshops can help you improve your business abilities. For your physical therapy firm to develop and be lucrative, you'll need to market it. Your marketing techniques increase patient retention while attracting new ones. Physical therapy business owners may feel stuck and disappointed by their practice's poor or nonexistent advancement. They need to reclaim control of their physical therapy practice and increase revenue. Customer service is another important aspect of physical therapy company management. Excellent client service is at the heart of any successful private practice.

Building excellent working connections between internal and external stakeholders boosts the organization's productivity and growth. The only way to create a relationship is to

communicate. Trust is increased through allowing open communication and openness between internal and external stakeholders. Patients, providers (professionals), and policymakers are the most essential stakeholders in healthcare. The most essential stakeholders in healthcare are, without a doubt, the patients. Patients are represented in each of the subsidiaries and play an essential role in stakeholder engagement in the healthcare business.

Step3- Describe your culture

The SpineZone procedure gives the body to recover itself and avoids pain recurrence while avoiding the need of unnecessary medications, surgeries, and injections. To enhance the body's inherent healing ability, SpineZone develops the best parts of non-operative therapy in an atmosphere of empowerment. Many fewer patients have needed surgery because of this approach, and those who did have considerably better long-term outcomes. SpineZone has over 6 years of data from tailoring back pain treatments and thousands of delighted, pain-free consumers, as well as three significant medical organizations sending patients. “A 2-year retrospective study on back pain cases with SHARP Community Medical Group yielded cost savings of 31% through fewer surgeries and hospitalizations, reductions in high-cost imaging such as MRIs and reduced emergency room visits.” (SpineZone, 2022) .

Sharp Community Medical Group's physicians are major advocates of SpineZone and use it on a regular basis for their patients with low back and cervical neck discomfort. They've seen significant decreases in surgeries, diagnostic imaging, and other invasive treatments while improving overall back pain for their patients. “In January 2015 the Health and Human Services department set a target to tie 85% of traditional Medicare payments to quality by 2016 and 90% by 2018. These explicit goals for alternative value-based payment models are influencing medical groups nationwide to move away from fee-for-service models. Medical groups will be rewarded as they adopt models of care, like

SpineZone for back pain, that are compensated according to the patient outcomes they provide”
(SpineZone, 2022)

CORE VALUES: PATIENCE WITH PATIENTS

- P**atient First. Patients always comes first. Patients are always right.
- A**ccountability. We take pride in being fully accountable for the outcome and happiness of our patients.
- T**eam. We support our teammates at all costs to ensure the best possible patient experience.
- I**mprovement. We strive for constant improvement in our work and are dedicated to continual growth as both individuals and as an organization.
- E**xperts. We are trusted experts in all things spine related.
- N**umbers. We have a core belief that patients outcomes need to be driven by data.
- C**ompassion. We have unrelenting and deep compassion for our patients and will do everything to support their needs.
- E**xcitement. We work hard and play hard because fun and excitement are crucial to our well being.

Step 4- Identify your strategic area

SpineZone contends with three major areas of strategic concern: Recruiting and retention of therapist, Lack of Marketing skills and Limited to spine. Recruiting and retaining rehabilitation professionals is considered to be challenging. The recruitment and retention strategies considered most important and feasible for therapists, regardless of setting, were communication between employer and worker, compensation packages, access to research, and professional development in budget planning. Because of staff turnover and the cost of educating new physicians, recruitment can be difficult in a developing physical therapy organization. Employee retention may be aided by a competitive wage and benefits package, but overall, a positive working atmosphere in which employees feel empowered and appreciated will help. Make sure you are on top of all aspects of your physical therapy business. You might be good in taking care of your patients but might be neglecting your staff. You need to have a balance because all areas of your business are crucial to its success.

For your physical therapy company to develop and be lucrative, you'll need to market it. Your marketing techniques increase patient retention while attracting new ones. There is a plethora of marketing resources available to you. In comparison to other physical therapy businesses, emphasize how distinctive yours is. In order for advertising to be noticed, physical therapy marketing must employ the medium that potential clients use. One significant benefit of internet-based physical therapy marketing is that it saves time. A professional may produce and publish an advertising on the internet to sell a business or product faster than conventional marketing methods such as newspaper ads or television commercials.

The referral will be limited if the focus is just on the spine which decline the growth and revenue over time. In addition to increasing referral and patient flow, a multi-specialty practice may provide comprehensive, high-quality medical care in one location. Increasing physician referrals for physical therapy is crucial to both helping patients live pain-free and developing your practice. You must make PT relevant for a wide range of situations and as a first choice rather than a fallback alternative.

Step 5 and 6- Strategies and Action Steps.

Strategic Area number one: Recruiting and retention

Action#1- Communication between employer and employee, remuneration packages, access to research, and professional development in budget planning were regarded the most significant and viable recruiting and retention techniques for therapists, regardless of environment.

Action# 2- Motivational factors such as accomplishment, acknowledgment, job itself, responsibility, promotion, and personal growth contribute to emotions of fulfillment.

Because motivators have a direct impact on a person's desire to accomplish a good job.

Action# 3- Organizational incentives (extrinsic) are tangible rewards offered by an employer or organization to enhance performance, such as working conditions, compensation and fringe benefits, career progression, and security.

Strategic Area number Two: Marketing

Action #1: An expert may create and publish an online advertisement to promote a business or product more quickly than traditional marketing approaches like newspaper advertisements or television commercials.

Action #2: Research the marketing techniques of your competitors. Look at how they're presenting themselves as a business and as a practice. What are the channels that they use? What is the amount of money they are spending? You should also pay attention to what your consumers have to say about your competition.

Action #3: Improve patient retention and attract new patients through your marketing methods. There is a plethora of marketing resources available to you. The most essential thing is to be determined and persistent in learning these abilities.

Strategic area number Three: Focus on Spine

Action#1- a multi-specialty practice may be able to provide complete, high-quality medical care in one place. If the focus is just on the spine, referrals will be restricted, and growth and income would drop over time.

Action #2: Increasing physician referrals for physical therapy is critical for both helping patients live pain-free lives and growing your practice.

Action #3: Telehealth use in physical therapy procedures is increasing, particularly during pandemics. It will set you apart from the competition, and Telehealth has multiple

advantages for both clients and practices: greater access to treatment and, as a result, better health outcomes; and less no-shows and a healthier bottom line.

Step# 7- Vision statement

SpineZone's vision of providing a non-invasive, cost-effective, and predictable alternative to more intrusive, costly, and unpredictable spine therapies. SpineZone is an exercise therapy program designed to help people avoid, treat, and recover from spine disorders. Many patients would benefit more from a focused spine and core muscle strengthening program than from surgery or other non-surgical procedures, according to SpineZone. Remote monitoring, patient compliance, and peer-to-peer interaction are all possible with the SpineZone system, which runs on the RxMatch platform. In order to assist patients minimize pain and recover stability in their everyday lives, SpineZone follows a simple philosophy: reclaim control via core spine strengthening. Most significantly, even if a person desired to improve their spine muscles, the pain signal from the wounded location to the brain prevents them from activating, contracting, or strengthening the deconditioned muscles. SpineZone is able to safely reawaken these deconditioned and atrophied muscle groups and stabilize the joints of the spine with the use of highly specialized strengthening equipment and a perfected therapeutic stretch routine, allowing a return to a healthy, active lifestyle. Patients who used SpineZone had less discomfort and greater results than patients who used a standard style of treatment and rehabilitation, according to two-year research done with patients from Sharp Community Medical Group in San Diego. There are also over 70 peer-reviewed research publications on the benefits of core spine muscle development with isolation techniques like MedX. When it comes to chronic back pain, a variety of things can raise or reduce

pain levels. As a result, properly regulating sleep, nutrition, and exercise can aid in the reduction of back pain. In addition to physical therapy, SpineZone is also assisting patients with mental health and dietary evaluations and sessions. Patient education While lifestyle modifications such as sleep, food, and exercise are not as simple as popping a pill, they have been found to be beneficial in lowering pain and can be a safe alternative to medicine. The approach is based on SpineZone's research and experience treating 14,000 patients over the course of 13 years.

Step #8 – Hold Yourself Accountable

SpineZone's strategic plan to improve overall quality through the three key objectives of provider recruiting and retention, growing to be multi-disciplinary provider, and improving marketing approach. This adoption will take place over the course of one year. There are three actions required to successfully meet each of the three objectives. with three rocks, each with a three-month deadline. Each rock had three millstones, with a check-in and follow-up meeting every two weeks. To remain on track with the plan, rocks and millstones are placed. Each set of Rocks is part of the strategic plan, which has a three-month deadline. Each rock has numerous millstones; each millstone check in date is every two weeks, and each millstone is a step toward finishing a rock. These millstones are discussed, and each team's leaders or managers are given an update on how the task is progressing. If any difficulties arise, a discussion is held to help overcome those huddles. Clinical Rocks- To transform the ortho care delivery model with evidence-based practice. Operational Rocks- Revenue budget, MSK rollout. Marketing Rock- Re-engaging strategy, making website to appear in top 3 in google. Product rock- To build a comprehensive system to support our care model

It is thought to be difficult to recruit and retain rehabilitation experts. Both work happiness and organizational commitment have a role in predicting the desire to leave (turnover), with job satisfaction being the more important predictor. Due to employee turnover and the expense of educating new physicians, recruitment in a developing physical therapy organization can be difficult. Employee retention may be aided by a competitive wage and benefits package, but a fantastic working environment in which workers feel empowered and valued can also help. Flexible schedules help employees avoid burnout and achieve a better work-life balance. Offering your employees career development classes, workshops, and mentorship opportunities to help them accomplish their professional goals is a great way to improve clinical skills and confidence.

you'll need to promote your physical therapy business if you want it to grow and be profitable. Your marketing strategies help patients stay longer while recruiting new ones. You have a variety of marketing resources at your disposal. Emphasize how unique your physical therapy practice is in comparison to others. Physical therapy marketing must leverage the medium that potential clients use in order for it to be recognized. One of the most major advantages of internet-based physical therapy marketing is the time savings. To promote a business or product faster than traditional marketing tactics such as newspaper ads or television commercials, a professional can create and distribute an advertisement on the internet.

If the focus is just on the spine, referrals will be restricted, and growth and income would drop over time. A multi-specialty practice can provide complete, high-quality medical care in one place, in addition to enhancing referral and patient flow. Physical therapy referrals from physicians are critical for both helping patients live pain-free and growing your practice. You must make PT useful in a variety of settings and as a first choice rather than a last resort.

Reference

Defeat back pain. SpineZone. (n.d.). Retrieved March 7, 2022, from <https://www.spinezone.com/>

Ebener, D. R., & Smith, F. L. (2015). *Strategic planning an interactive process for leaders.* Paulist Press.