

5th Annual Strategic Summit

February 1, 2014

Hilton Hotel & Spa at Short Pump, Richmond, VA

By all accounts, the recent strategic planning meeting of the Virginia Chiropractic Association was time extremely well spent. Ninety-six percent of the attendees rated the summit as not just “worthwhile”, but “fun” and indicated that they planned to attend again next year. Dr. Tom Wetzen, Unified VCA President, called the meeting to order shortly after 10:00 a.m. with a warm welcome and hearty thank you to the attendees who contributed their Saturday to their profession and the association.



After reminding participants of anti-trust guidelines, Dr. Wetzen reviewed the historic Statement of Professional Identity that the general membership adopted during the VCA/VSC unification process in 2009. He set forth rules and etiquette guidelines established to cultivate positive, effective discussion, and participants introduced themselves.

Attendees

The participants included a diverse mix of brand new and more seasoned practitioners, from Dr. Yasaman Shaghaghi, in her second month of practice, to Dr. Joseph A. Santarsieri, who became licensed in Virginia in 1980. A variety of practice styles and philosophies were represented, from insurance to cash, from wellness to rehab to nutrition. A combination of current board members, past leadership, and both new and long-time general members from throughout the Commonwealth of Virginia helped to ensure good membership representation. ***But all of the attendees had one thing in common: a passion to help their Association better serve not just themselves, but the profession and their patients.***

Anna Bender, DC
 Ken Boecker, DC
 Jeff Bowers, DC
 Len Bundick, DC
 Kate Brus, DC
 Jeremy Busch, DC
 Eric Carlsen, DC
 Alan Cason, DC
 Julie Connolly
 David Dolberg, DC
 Joe Foley, DC
 Tess Graf, DC

Mechanicsville
 Williamsburg
 Fredericksburg
 Onley
 Midlothian
 Front Royal
 Manakin-Sabot
 Harrisonburg
 Afton
 Springfield
 Salem
 Chesterfield

Mark Gutekunst, DC
 Andy Harris, DC
 Bo Keeney, Lobbyist
 Bruce Keeney, Lobbyist
 Jason Kennedy, DC
 Demetrios Kydonieus, DC
 Bob Leib, DC
 Lee Matthis, DC
 Katrina Mayes, DC
 David Milot, DC
 Bibhu Misra, DC
 Elaine Myers
 Mat Pastore, DC
 Chris Perron, DC
 Robert Pinto, DC
 Marilyn Porras
 Michelle Rose, DC
 Joe A. Santarsieri, DC
 Matthew Schrier, DC
 Yasaman Shaghaghi, DC
 Daniel Shaye, DC
 Mason Sheehan, DC
 Will Sonak, DC
 Carly Swift, DC
 Bill Thesier, DC
 Garrett Thompson, DC
 Michael Vanella, DC
 Robert Walentin, DC

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Chesapeake
 Smithfield
 Richmond
 Richmond
 Richmond
 Ruckersville
 Virginia Beach
 Christiansburg
 Chesterfield
 Norfolk
 Ashburn
 Colonial Heights
 Chester
 Reston
 Williamsburg
 Chesterfield
 Virginia Beach
 Richmond
 Keysville
 Falls Church
 Williamsburg
 Glen Allen
 Sterling
 Virginia Beach
 Virginia Beach
 Roanoke
 Virginia Beach
 Richmond

“I thoroughly enjoyed the meeting. We have come a long way since the ‘good old boys’ days. See you at the Spring Convention!”

Dr. Joe A. Santarsieri, Member



Kevin Walsh, DC
Bill Ward, DC
Thomas Wetzen, DC

Williamsburg
Fredericksburg
Falls Church

S.W.O.T. Analysis

The group conducted an updated “SWOT” exercise to identify the key factors that impact the Association’s objectives. They grouped information into two main categories:

- **Internal factors:**
 - The **S**trengths internal to the organization.
 - The **W**eaknesses internal to the organization.
- **External factors:**
 - The **O**pportunities presented by the external environment to the organization.
 - The **T**hreats presented by the external environment to the organization.

SWOT evaluations can be especially useful when trying to decide whether or not to embark on a certain venture



by determining if the pros outweigh the cons. By clearly outlining all positives and negatives concerning a project, it can be easier to decide whether

or not it is really worth the investment in time, manpower, and/or other resources.

The results of this year’s exercise appear on page 3.

Mission & Vision

The group reviewed the Association’s Vision and Mission statements to ensure that:

- **The Vision Statement** accurately outlines where we want to be and communicates both the purpose and the values of the organization.
- **The Mission Statement** talks about how we will get to where we want to be; that it defines the organization’s purpose and primary objectives.

These statements are vital when evaluating whether or not projects and initiatives fit into the organization’s strategic plan, which should support the Vision and Mission.

The attendees did not have any recommendations to change the existing Mission and Vision statements as displayed below.

What Can/Does/Should the VCA Do to Support the Mission?

In previous strategic planning meetings, members brainstormed things that the Association can, does, and/or should do to support the stated Mission (that is designed to fulfill the Vision). The February 1st group did not feel that any significant changes, additions, or deletions were needed at this time.

The Unified VCA’s Vision:

A state of wellness through Chiropractic care with fair and equal access for the public we serve.

The Unified VCA’s Mission:

Unified in promoting the health and well being of the public through education, advancement and protection of the practice of Chiropractic.

In descending order:

- Grow membership (increased resources, strength, etc.)
- Create an IPN
- Clarify “physician” status
- Clarify advertising parameters
- Protect chiropractic identity/adjustment
- Conduct an insurance roundtable
- Contact/educate insurance carriers
- Resolve Workers Comp issues
- Study how to increase representation on existing BOM, pursuing a Chiropractic Board, etc.
- Improve CE regulations
- Explore expansion of practice scope
- Study CA certification

Break-Outs

In reviewing what the Association should/could/does to support the Mission and fulfill the Vision, five general categories emerged. The participants broke into groups to strategize how to build on the momentum started at the preceding meetings. The break-outs consisted of:

Insurance

Facilitated by **Dr. Bibhu Misra**, VP & Insurance Committee Co-Chair and **Dr. Jeremy Busch**, District Director & Insurance Committee Co-Chair. Joined by Dr. Mason Sheehan, Dr. Michael Vanella, Dr. Yasaman Shaghghi, and Dr. Bill Thesier.

Membership

Facilitated by **Dr. Matthew Schrier**, District Director & Membership/Web Site Committee Chair. Joined by Dr. Mark Gutekunst, Dr. Alan Cason, Dr. Mike Vanella, Dr. Kate Brus, Dr. Tess Graf, Dr. Will Sonak, and Ms. Julie Connolly.

Public Relations

Facilitated by **Dr. Daniel Shaye**, PR Committee Member. Joined by Dr. Carly Swift, Dr. Robert Walentin, Dr. Demetrios Kydonieus, and Mrs. Elaine S. Myers.

Legislation

Facilitated by **Dr. Joe Foley** and **Dr. Bill Thesier**, Legislative Committee Co-Chairs. Joined by Dr. Christopher Perron and Dr. Jason Kennedy.

Practice Management

Facilitated by **Dr. Jeff Bowers** and **Dr. Bob Leib**, District Directors & Practice Management Committee Co-Chairs. Joined by Dr. Michelle Rose, Ms. Marilyn Porras, Dr. Katrina Mayes, Dr. Garrett Thompson, Dr. David Milot, and Dr. Kenneth Boecker.

February 2014 S.W.O.T. Analysis for the Unified Virginia Chiropractic Association

HELPFUL

HARMFUL

STRENGTHS

WEAKNESSES

INTERNAL

- Diversity
- Common goal
- Single voice
- Strong patient support
- Stable membership
- Good leadership
- Well-organized/efficient
- Talent/innovation/knowledge
- Good legal consultants
- Good legislative consultants
- Passion/desire
- Increasing member involvement
- Strong mutual respect
- Annual strategic planning & the SWOT exercise itself
- Adaptability
- A maturing profession & membership
- Geographical location (proximity to ACA, ICA, Nation's Capitol)
- Good relationships with other state & national chiropractic assns
- Watches Virginia DCs' backs
- Communications/information (vcadoctalk, Member FYI, etc.)
- Follow-through
- State scope of practice
- Corporate sponsor support
- Momentum
- Growing more pro-active, as opposed to re-active
- Staff
- Above average retention rate
- Increasing/improving list-serve participation
- Vendors feel welcomed/part of group - *Newly added*
- Educational programs (relevant, diverse, quality) - *Newly added*
- Strong representative on BOM - *Newly added*
- Growing legislative relationships - *Newly added*
- Connections within insurance industry/MCOs - *Newly added*

- DCs' lack of awareness re: what association does for its members
- No formal CA program
- Although improving, limited resources
 - Money
 - Manpower (staff, volunteers)
- Poor/varying public awareness
- Low DC self-esteem
- Apathy: low membership involvement/support
- Insufficient member use of existing VCA tools & benefits
- Poor/inconsistent use of list-serve (but improving)
- Insufficient awareness/promotion of accomplishments
- Only about half actively practicing DCs in state are members
- Lack of collaboration with other groups (attorneys, other healthcare providers, etc.)
- Inefficient inter-profession cooperation
- Insufficient marketing/branding
- Not pro-actively involved in research
- Incomplete key legislative contact network
- Inconsistent communications with non-members
- Lack of district awareness
- Insufficient communication of support available to new docs
- Little presence at chiropractic colleges
- Lack of understanding about healthcare reform issues
- Low committee participation
- Lack of doctors' awareness/understanding about compliance, documentation
- Not clear that main admin/benefits email is from VCA - *Newly added*

OPPORTUNITIES

THREATS

EXTERNAL

- Patient support/advocacy
- Membership support/advocacy
- Increased value/awareness that VCA offers something for everyone
- Increased legislative strength
- Technology/communications
- Improve public awareness of chiropractic benefits (lifestyle care, wellness model, TIPS, etc.)
- Learn from other states
- State exchanges
- Increase alliances with national & state associations, other groups
- Increase outreach to students, new grads, & new licensees
- Virginia C-PAC
- Social networking
- Endowment program
- Ability to do sports physicals
- Increased representation
- Workers Comp
- IPN
- Increased media coverage/awareness of Chiropractic
- Improved profession's self-esteem
- Economic value of Chiropractic
- Insights from probe review
- New DC appointment to BOM - *Newly added*
- Vendor involvement - *Newly added*

- External apathy
- Economy
- Dwindling insurance coverage, protections... TPAs
- Government interference
- Low legislative clout
- Lack of integration into public healthcare system
- Negative PR
- Losing our identity (to PTs, DOs)
- Healthcare reform – the big unknown
- Lack of interprofessional trust
- Cultural authority perceptions
- Audit/recoupment process
- Probe review - *Newly added*
- Interns lack of ability to adjust - *Newly added*

Updates from Break-Outs

Insurance

The group identified increasing revenue and creating positive cash flow for members to be the most important insurance-related objective for the coming year. Progress reports, changes, and new items were discussed with this in mind.

Goal 1: Improve Insurance Environment

- *No Change/In Process* -- IPN - development continues by IPN Board, which includes VCA representatives.
- *Newly Added* -- Provide ICD-10 training in second or third quarter. Determine the best way to get our members trained and up to speed by October 1st implementation date.
- *Deleted* -- Aetna's denial of 97140 come March 2013; augment ACA's efforts.
- *Newly Added* -- Anthem use of ASHN and PCP referral issue.
- *Completed/Non-Issue* -- Anthem re-exam issue. Re-exams are allowed for conditions being treated >90 days or for new injuries/complaints.
- *Completed* -- ASHN: Clarify Aetna's PAR provider issues.
- *Completed* -- Optum/ACN Portal Issue: determined non-issue at this time.
- *No Change/Continue to Table* -- Hold insurance roundtable.
- *Ongoing* -- Contact/educate insurance carriers.
- *Newly Added* - Use objective measures to persuade carrier to change/improve reimbursement methods
- *Continuing/Actively Monitoring* -- ASHN: Continue to work on OON/illusory benefit issue, pending information from ACA. Encourage members to use insurance audit tool to inform VCA.
- *Continuing/Actively Monitoring* -- ASHN: Continue researching market conduct with respect to physician recruitment. Encourage members to use insurance audit tool to inform VCA.
- *Tabled* -- Development of a new CPT code for dry needling: determined that we need ACA's involvement and guidance; continue to request updates from ACA re: feasibility of getting new code created and creation of Acupuncture paths as possible model path.

Goal 2: Resolve Workman's Compensation Issues

- *Revised* -- Develop or identify existing course to become certified through CCGPP course.
- *No Change/In Process* -- Develop documentation matrix by carrier.
- *No Change/In Process* -- Create a tool kit to help DCs with WC issues.
- *No Change/In Process* -- Create inroads with WC carriers to recognize and accept DCs on WC panels.



Membership

All of the break-out groups reaffirmed two positions:

1. *Continuing/Ongoing*: Growing the membership must be top priority -- and that this is achieved through three primary means: recruiting more new members, retaining more existing members, and increasing member value. Many of the projects and initiatives designed to affect one area impacts the others, as well.
2. *Newly Added* -- To increase success of recruitment and retention efforts, projects/initiatives must have an EMOTIONAL TIE-IN... include a behavioral experience featuring bonding and relevance.
3. *Newly Added* -- Recruitment should be member-driven. Assn./staff resources should be free to focus on servicing and retention.

Goal 1: Increase/Improve New Member Recruitment

- New member recruiting tools:
 - *Completed/Ongoing* -- Develop concise, comprehensive recruiting package.
 - *Completed/Ongoing* -- Collect & utilize member testimonials.
 - *No Change* -- Develop a PowerPoint presentation to help members convey the benefits of membership, VCA accomplishments, etc.
 - *Deleted* -- Attach dollar values to benefits.
 - *Completed* - Test door-to-door visits to non-member DCs.
 - *Newly Added* - Develop abbreviated/simplified application form for district directors' and other member sponsors' use (even if means VCA staff follows up to obtain payment).
 - *Continuing* -- Other possible themes/ideas for recruitment:
 - *Newly Added* -- Develop incentives to get non-members to convention.
 - Let non-members know that members agree to a code of ethics.
 - District-focused initiatives.
 - Threats that membership helps to protect a doctor from.
 - What the non-member missed ("If you had been a member...").
 - *No Change* -- District director sends out emails to non-members personally, to augment/reinforce pitches from assn. office.
 - *Completed/Ongoing* -- Develop "District Director Tool Kits" to help leadership with membership marketing/communications: member lists, non-member lists, budget information, benefits listings, etc.
 - *Continuing* -- Help DCs to see that the DCs down the street are colleagues, not competitors.
 - *Completed/Ongoing* -- Target marketing efforts for different demographics; for ex., those who haven't attended anything.
 - Member sponsorship:
 - *Completed/Ongoing* -- Expand member

sponsor recognition.

- *Newly Added* -- Contest program in 2014.
- *Ongoing* -- Suggest that existing members sponsor a new licensee's membership and/or take a new doctor to lunch.
- *Completed/Ongoing* -- Give non-members "tastes" of benefits via periodic examples of *Benefits Spotlights* and *Member FYIs*.
- *Newly Expanded* -- Increase chiropractic college outreach to better connect with students, such as new pilot program at Life Univ. Establish more college liaisons. Pitch to schools: Interns can't adjust, but opportunity to learn how to run business, incorporate therapies, market, etc.
- *Newly Expanded* -- Conduct updated survey to gain updated insights into non-members' interests and needs.

Goal 2: Increase/Improve Membership Retention

- Increase member awareness of existing benefits.
 - *Completed/Ongoing* -- Benefit Spotlights.
 - *Completed/Ongoing* -- Occasional notices: "Did you see...?"
 - *Newly Added* -- Pie chart to show where dues go by percentage.
- *Newly Added* -- Strengthen new member orientation through personalized contact. Exs:
 - "Membership Mentors" (district directors and/or their appointees)
 - Personal visit by district director or helper
 - Extend personal invitation & accompany to convention
 - Every week for 8 weeks, have district director send a special new member email highlighting a different benefit
- *Newly Added* -- Conduct updated member survey to determine why they joined vs. why they stay. Augment ongoing cancellation/exit surveys with past member survey to find out why dropped out.
- Cultivate district identity.
 - *Completed/Ongoing* -- Add districts to badges.
 - *No Change* -- District breakouts at convention.
 - *Completed/Ongoing* -- Promote who members' district director is, especially to new members.
- *Completed/Ongoing* -- In addition to producing membership certificates upon request, automatically send one to each new member.
- *Completed/Ongoing* -- Send members on EZ-Pay (who do not receive renewal notices) an annual formal thank you.
- *Ongoing* -- Encourage a sense of pride in renewal.

Goal 3: Increase Member Value

- *No Change* -- Most projects and initiatives for recruitment and retention -- and within the other break-outs -- directly impact member value.
- *No Change* -- To increase members' awareness of value, develop a resource list or "benefits tool kit" for web site (beyond tabs and pull-down menus).

Goal "Cross-Overs":

Many of the items discussed in the Membership break-



out address ALL of the above goals. For example:

- *Newly Added* -- Approach membership marketing like patient acquisition/retention.
- *Newly Added* -- At each convention, showcase 2-3 benefits.
- *Newly Added* -- Use new YM survey feature to provide positive reinforcement to participants.
- *Newly Added* -- Explore potential for BOM to require state assn. membership for licensure.
- *Newly Added* -- District directors walk-through licensee lists to confirm addresses, see if still in practice, who has moved where.
- *Newly Added* -- District directors develop more grassroots support for membership marketing.
- Use district meetings to increase grass roots presence and improve communications.
 - *Completed/Ongoing* -- Meetings to educate DCs about the IPN project.
 - *Completed/Ongoing* -- Additional meetings with a variety of speakers and topics.
 - *Continuing* -- District-specific survey to identify preferred schedules, content, how far they would travel to attend, etc.
 - *No Change* -- Video tape district meetings for those who can not attend.
 - *No Change* -- Conduct district meetings via phone conference or webinar.
 - *No Change* -- Encourage District Director to appoint Alternate to help.
- *No Change* -- Nurture inter-professional relationships.
 - Create a membership category for other professions.
 - Develop a list of other providers recommended by VCA DC members.
 - Develop an annual peer-reviewed list of "VCA Top Docs" for doctors in other professions.
- Strengthen CA Relationship with the Association:
 - *Completed/Ongoing* -- CA training: Add value to CAs via convention programming and member affinity partnership with Assistants for Chiropractic Excellence (ACE).
 - *No Change* -- CA list-serve.
 - *No Change* -- CA membership category.
 - *Newly Added* -- Explore CA certification.

Legislation

Goal 1: Raise our Legislative Clout

- **Completed/Ongoing** -- Support the Virginia C-PAC:
 - Provide/maintain a section of VCA's web site for C-PAC.
 - Support C-PAC fundraising; recognize C-PAC contributors in VCA publications, on the web site, and at VCA conventions.
- **Expanded** -- Continue to encourage grassroots training at district meetings. Ask PR Committee to help produce legislative training video.
- **Newly Added** -- Support legislative events/lunches with local DCs and elected state legislators. Use district directors to help coordinate with C-PAC key contact doctors.
- **Newly Added** -- Ask C-PAC to explore additional funding sources, including patient opportunity to contribute to C-PAC.
- **Completed/Ongoing** -- Fine-tune content of legislative hand-out on web as/when needed; work to create greater awareness.
- **Deleted** -- Track legislative events on district level.

[Deleted -- Goal 2: Pursue Co-Pay Legislation]

Goal 2: Improve Legislative Committee Organization

- **Expanded** -- Look to engage members with interest to serve and learn the legislative process, utilize district directors and C-PAC key contacts as legislative committee make-up.

Goal 3: Clarify Physician Status of the Doctor of Chiropractic in Virginia

- **Continue Monitoring** -- Oppose any reductions of status and support any advancements.



Goal 4: Protect Chiropractic Identity/Adjustment

- **Continue Monitoring** -- Oppose any reductions of status and support any advancements.

Goal 5: Increase BOM Representation

- **Continuing** -- Seek consensus with Unified VCA membership on keeping our regulatory body as is, increasing the number of DCs on the BOM, or creating a separate Board of Chiropractic.

Public Relations

Newly Added -- Goal 1: Empower Membership to Use Resources and Grow Awareness/Increase Chiropractic Market Share

- Create tutorial for doctors on how to use social media to grow your practice.
- Once "Chiropractic Awareness Week" is officially passed, empower membership to effectively reach out.

Goal 2: Produce PR Materials for Members

- **Continuing** -- Create *Celebrate Wellness!* materials.
 - Editorial pieces: Produced 6 in 2013; recommend 8 more in 2014.
 - AV/video presentations: Produced 6 in 2013; recommend 8 more in 2014.
 - PowerPoint presentations: Produced 6 in 2013; recommend 2 more in 2014.
 - Focus shift: To be more emotive, rather than wholly rationale/cold approach to education and outreach.
- Increase Member Awareness of Existing *Celebrate Wellness!* and Other PR Materials:
 - **Completed** -- Improve graphic design of *CW!* emails.
 - **Completed** -- Create a Benefits Spotlight.
 - **Started/Continuing** -- Show examples at VCA meetings.
 - **Started/Continuing** -- Promote whenever/ wherever possible.
- **Deleted** -- Develop radio campaigns/Pandora ads.
- **Deleted** -- Develop library of articles, graphics, etc. that members can use on/for their own FB pages.

Goal 3: Be Self-Funding

- **Continuing** -- Mechanisms: silent auctions and paid sponsors.
- **Newly Added** -- Increase committee members' involvement in securing sponsors.

Goal 4: Increase Effectiveness Via Other Committee Input

- **Completed** -- Create VCA overview AV/video presentation for home page with membership committee input.
- **Completed** -- Create and distribute AV/video presentation for legislators with legislative committee input.
- **Newly Added** -- Create and distribute AV/video presentation entitled, "How to Reach Out to Your Legislator" with legislative committee input.

Goal 5: Increase Legislator Awareness

- *Completed* -- Create and distribute AV/video presentation for legislators.

Goal 6: Help Members Respond to Negative Media

- *Completed/Ongoing* -- Assemble database of information, add studies to research section of web.

Goal 7: Remove Barrier for DCs to Conduct Pre-Participation Physicals for Student Athletes

- *Completed/Continuing* -- Establish subcommittee to spearhead initiative.

Goal 8: Utilize Foundation 4 Chiropractic Progress's Resources

- *Completed* -- Sponsor presentation by Ret. Gen. Becky Halstead at Spring 2012 Convention.
- *Completed/Ongoing* -- Set up recurring/ongoing contributions for a total of \$2500 annually.
- *Completed* -- Establish subcommittee with a specific liaison to F4CP.
- *Ongoing* -- Encourage members to utilize tools.

Goal 9: Publicize "Doctored" Documentary

- *Completed* -- Show at convention.
- *Completed* -- Use as membership marketing incentive.
- *Completed* -- Show at district meetings.

Goal 10: Increase External PR

- *Newly Added* -- Research feasibility of free chiropractic/health PSAs for radio, TV, internet media.
- *Newly Added* -- Promote use of the VCA seal on all outreach programs, as a source of credibility, pride and professional identity.
- *Continuing* -- Send our news releases, CW! articles, and VCA member doctor spotlights to Virginia media.

Practice Management

Goal 1: Provide Practice Support

- *Revised* -- Information to New Licensees/Grads: Develop and promote a non-password protected section of the web site containing:
 - Checklist - levels 1 and 2
 - Business plan
 - Loan access
 - New doctor credentialing
 - Basic licensure information
 - Check lists
 - Link to classifieds
 - Member benefits information
 - FAQs
 - Sample office forms
- *Newly Added* -- Develop library of practice management videos.
- *Newly Added* -- Establish cash subcommittee.
- *No Change* -- Mentoring Program: Provide member doctors -- both new docs and those who have been around but want help -- with support

- via other member doctors who volunteer to serve as mentors. "Mentor Ambassadors" to help fellow docs in specific areas with advanced competencies (sports injuries, rehab, pediatrics, maternity, insurance or cash practices, personal injury, special needs, etc.), allow them to shadow.
- *No Change* -- Develop tools/checklist to help chiropractic offices in the event of an emergency.
- *Newly Added* -- Develop Hot Topics section.
- *No Change* -- Develop tools to help new and more established doctors with:
 - Guide to hiring an associate
 - Options for personal and practice insurance
 - pension and savings programs.
- *Deleted (replaced by videos above)* -- Develop a Practice Tip of the Month: Real and practical information. Obtain contributions from reputable practice management companies in exchange for credit/link, survey members for leads on additional sources.

Goal 2: Help Virginia DCs Cultivate an Image of Practice Success -- *No Change*

Next Steps

The strategy meeting initiatives will help shape committee and leadership focus and budget prioritization in the coming year. Dr. Wetzen stressed the importance of treating the plan as "a living and working document. We will review it at Board Meetings, provide regular updates, and solicit the membership for ongoing input and feedback. The strategic plan belongs to the members."

Based on the post-meeting survey responses, next year's strategic summit will feature abbreviated SWOT and review components and more time dedicated to the dynamic and creative break-out groups. Feedback suggests that this will allow for more in-depth and meaningful discussion.

Dr. Wetzen adjourned the meeting at approximately 4:30 p.m. It was followed by a meeting of the VCA Board of Director to begin to debrief the day's work. Forward your questions and comments to vcacentral@hughes.net or drtwetzen@yahoo.com.



You Can Help!

Regardless of how much or how little time you have to share... how long or how short you've been in practice... your Association can benefit from your insights, talents, and perspectives. To learn about helping with a specific project or an overall initiative (no obligation), call the VCA office at 540-932-3100 or email vcacentral@hughes.net.