**NCCA Board of Directors**

**Planning Session Summary**

**February 10, 2017**

The NCCA Board of Directors met for a strategic direction planning session on February 10, 2017. Steve Slagle, CAE, facilitated the five-hour meeting to review previous planning retreat results and to lead the Board in identifying strategic priorities for 2017 – 2018. Slagle conducted a brief survey of the Board members prior to the planning session to identify the top goals and priorities as stated by the individual Board members.

The Board held a strategic planning retreat in January 2015 and established the following statements and goals that have been reviewed and used by the Board as a broad guideline for the past two years.

**Guiding Statements**

**Vision:**
We will tirelessly promote the interests of our member doctors and the chiropractic patients they serve. Everyone will have a personal chiropractor.

**Mission:**
The North Carolina Chiropractic Association is a professional service organization providing a unified voice for all its members. It is dedicated to promoting chiropractic through public awareness, quality post-graduation education, legislative efforts, and securing equality in the health care arena. These collective efforts assure continued growth of the profession, ultimately improving the overall well-being of North Carolina citizens through chiropractic.

**Focus:**We will find strength by focusing on what we have in common as doctors of chiropractic, thereby creating the unified voice described in our mission statement. As an organization, we will be "future-focused".

**Values Filter:**

Is it honest, ethical, and ultimately in our members’ best interests?

The Board discussed the statements and concurred that they are still valid and represent what NCCA stands for. The Board also reviewed and discussed the major mandates expressed in the Mission Statement (shown below) and concurred that they are still valid and reflect what the Board and staff are following to deliver benefits and services to NCCA members. Slagle affirmed that the three mandates represent the three major goals for the organization and that the Board’s survey results confirm the Board’s view that they represent the top priorities for the organization.

**Major Goals**

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| **Protecting the Profession****Advocacy**“legislative efforts and securing equality in the health care arena” |
| Legislative / Lobbying |
| Insurance and Third Party Payers |
| Employers |
| Member Services |

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| **Promoting the Profession****Marketing**  “promoting chiropractic through public awareness” |
| Public |
| Employers |
| Non-Members |

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| **Advancing the Profession****Education** “quality post-graduation education” |
| Member DCs |
| CAs |
| Public |
| Non-Members |

**Board’s Top Responsibilities**

Slagle shared with the Board his perspective on the most important responsibilities or duties that a non-profit Board of Directors is tasked with accomplishing in a given year.

1. Determining and setting the vision and direction for the organization.
2. Making sure adequate resources (financial, staff, office) are available to operate the organization.
3. Selecting, hiring, supporting and evaluating the executive leadership of the organization.

He noted that the Board has an excellent foundation for setting the direction of the organization, that adequate resources are in place for operations, and that the Board has a current opportunity to select and hire the next chief executive for the organization. His view is that with the first two responsibilities apparently well attended to, the Board should make hiring a new executive it highest priority in 2017. Until that decision is made a number of other tactics cannot be accomplished to help the organization meet its mission.

**Comparison of Board Survey Results**

Slagle shared with the Board a comparison of the top priorities in the survey results he compiled from Board member responses in 2017 to those he compiled in 2015 before the Board’s strategic planning retreat that year.

He cited the following difference between the two years:

1. The opportunity to hire a new chief executive.
2. Interest in establishing a chiropractic school.
3. The need to manage new competition that emerged in 2015-16.

The similarities in priorities between the two years were:

1. Need for growth in membership
2. The need to create more public awareness about the profession.
3. The interest in pursuing advocacy efforts on behalf of the profession to state elected officials.
4. Interest in adding and/or improving educational programs for members.

Slagle led the Board through a discussion of each of the priorities to clarify the intent, to determine feasibility, and identify what is currently being offered or managed by the organization.

The Board concurred that there are no financial crises, that the organization is financially stable with reserves, and that the existing staff (with the noted vacancy in the chief executive position) is strong and capable.

The Board participated in a forced ranking of the top priorities from a group of seven that were identified. The criteria used to choose the 4-5 top priorities were the best and most critical uses of financial, volunteer and staff resources to benefit the members most.

The four top priorities selected were:

1. Hiring the new chief executive.
2. Increased advocacy programs including funding the NCCA-PAC.
3. Establishing a chiropractic school in North Carolina.
4. Increase membership and retention.

A fifth priority that was near the top was:

1. Managing the current competitive challenges and the distraction it may create with current members.

**Status of Top Priorities**

1. **Chief Executive** - The Board has a search committee in place, has engaged the help of a search firm and identified an early April deadline to hopefully make a selection.
2. **Advocacy Programs** – NCCA has a Legislative Day set for Raleigh on April 26, 2017. Members of the Board have met with members of the legislature to acquaint them with key issues and the most important issues have been identified for 2017. More contributions to the NCCA – PAC are needed and promotion of the PAC is included in the Member Memo that goes to the members weekly. Use buttons at the Legislative Day- "We've Been Around 100 Years" to distinguish NCCA from others.
3. **Chiropractic School** – Slagle noted that from his review and perspective, the creation of a chiropractic school was an ambitious idea and worthy of pursuit. Board members identified several steps to further explore the idea.
* Contact Florida for advice since they tried this and got very far in the process
* At one point there was a communication with a Winston-Salem college. Need to find an existing college that does not currently have a medical school or nursing school so there is less resistance.
* Call CCE to find out what the requirements are
* Bridgeport has a relatively new school and D’Youville University in Buffalo, NY has a school of chiropractic
* Develop a curriculum for chiropractic at an existing school.
* Advancing the profession with a North Carolina School could have a very positive impact with advocacy and membership growth.
* Drs. Chris Outten and Todd Shaver volunteered to lead the research to find options and resources.
1. **Membership Growth –** The Board reviewed the information related to the number of doctor and CA members compared to the number of licensed chiropractors in the state, discussed membership categories, and brainstormed ideas to help increase membership and retain current members.
* Heather Wrenn stated that she has a full membership campaign ready to implement as soon as more pressing duties are completed and a new executive is hired.
* The Board identified key words to describe what NCCA has to offer are "Strength, Tradition & Value"
* The Board and staff will be doing several things to make a big deal of NCCA being 100 years old.
* Perhaps use a "I am the NCCA" campaign to instill pride and identity
* Need to contact nonmembers for email addresses and create a nonmember campaign
1. **Competitive Challenges** – The Board held a positive discussion about competitive challenges that have emerged over the past several months. There was agreement that the Board and staff should remain vigilant and aware of what competitors are doing but as importantly, take positive actions to create more awareness of what the NCCA does for its members and the profession. Some ideas discussed included:
* Determine the preferred definition of what is chiropractic. Clarify and announce with a statement.
* Manage relationship with vendors by letting them know we are still representing chiropractic
* Perceptions are hard to break and maybe we should seek professional help with a Marketing/Branding campaign - Heather is tasked with presenting 3 companies to review that have expertise with branding. She requests that we utilize in-house talent first as Rachael already has created a PR plan and can present it at the next board meeting. Reevaluate what is needed after presentation and hiring of the executive.

**Definition of Chiropractic Discussion**

Overlying much of the Board’s discussion during the session was a philosophical discussion of what definition of chiropractic the NCCA and Board should communicate to its members, the public and to the legislature. While the Board generally agreed with using an inclusive definition since its members practice a diverse set of options for their patients, the Board did advocate for a position that places chiropractic as a highly professional and sophisticated healthcare discipline that is proven to improve the lives of patients. Some of the thoughts discussed included:

* Do we have to define what chiropractic is to advocate for chiropractic since we represent everyone.
* Make a new statement for "What is Chiropractic" on the website.
* Need to communicate better to membership as to why we advocate for certain legislation.
* Develop survey on what our doctors actually do and what they want.

Slagle concluded the planning session by reminding the Board that, from his experience and perspective, the Board has an excellent set of strategic goals, that NCCA has made a lot of progress since 2015 despite distractions and disruption, and that it has identified some very worthwhile benefits and services for its members. Most of all, the Board has worked to identify its top priorities for 2017 and has several strategies and tactics identified to accomplish those goals.