

## Business Planning in a Changing Market

by Kriss Barlow

Healthcare changes are occurring at an unbelievable pace and the need to do more with less has become a part of this reality. There is a tendency to live for today and put off long-term planning until things calm down. But how long can an organization stay innovative and on the cutting-edge practicing this “manage today” philosophy?

Without a doubt, tomorrow’s leading organizations are currently committed to balancing today’s survival with strategies for future success. The impetus generally starts at the top but planning is everybody’s job. A business plan allows you to focus your activity and outcomes. It defines what you offer, to whom and who else has it. It articulates where the product, service or organization is focused for the next eighteen months.

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Here are some ideas for developing a succinct business plan.

- Think about the current market, future market and method to get there. Write the plan with this in mind.
- To establish momentum for the plan, involve many members of the team. Use their input not to slow or complicate the big picture planning, but to understand current perceptions, where they think opportunities lie and barriers they face.
- Establish short term and long term recommendations within the plan.
- Consider ALL the target audiences that may be impacted or may impact the completion of your goals, including physicians, consumers, payers, employers and small niche groups in these categories.



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