

Service Plan Brief for Establishment of Wellness Centers for Providing Coaching and Physical and Mental Services

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How to cite this paper: Picciano, B., & Vizcaino, A. (2022). Service Plan Brief for Establishment of Wellness Centers for Providing Coaching and Physical and Mental Services. *Journal of Service Science and Management*, 15, 153-163.

<https://doi.org/10.4236/jssm.2022.153010>

Received: April 19, 2022

Accepted: June 24, 2022

Published: June 27, 2022

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Abstract

In our current society, the citizens face many different obstacles. These obstacles occur over a wide spectrum from harsh environmental conditions, the rise in the cost of living, a large variety of diseases, an increase in suicide occurrences, the rise in crime, and different personal conflicts. These issues have made it challenging for those individuals to live healthy and complete life. Since our society is not perfect and people look for comfort, these stressors can cause great discomfort and pain. Then, this, unfortunately, leads to increased stress. Therefore, the idea of wellness is driven by citizens seeking different avenues they can have a happy life while decreasing the negative consequences. Wellness is the way an individual becomes aware of his/her health and the desire to make healthier choices (Wali & Zahid, 2013). In order to have a higher quality of living, individuals need to take care of their mental and physical well-being. Patients need to develop different skill sets and enhance their knowledge to have a better life. Wellness has eight different areas that can create a fulfilling life and is included in the patient's everyday living. The eight key wellness areas are emotional, environmental, financial, intellectual, occupational, physical, social, and spiritual (Solanki et al., 2020). It is crucial to follow these eight key areas of wellness because they will lead to a healthy lifestyle and help to remove negative concepts that impede healthy living. This service idea includes developing a wellness center for coaching and aiding those that need physical and mental services. The successful creation of these wellness facilities with key to providing patients with life skills, focusing on how to manage key diseases such as diabetes. The wellness center will not only be important for improving each individual patient's health but create a society that is synced.

Keywords

Wellness Program, Health and Wellness, Workplace, SWOT, Coaching, Physical Services, Mental Services, Employee Wellness, Security, Mental Health

1. Benefits of the Targeted Population

1.1. Improvement of Health Behaviors

The creation of wellness centers will promote patients to improve their individual health behavior. This also provides an opportunity for patients to have a behavioral change. The main focus of the wellness centers is to provide education to the public and the tools to make positive behavior changes and increase positive health outcomes (Purcell, 2016). These wellness centers are crucial for instilling motivation and social support for positively changing patients' behavior (Benson-Tilsen & Cheskis-Gold, 2017). The wellness centers will have a positive impact on patient behavior and increase the health of patients as seen in **Table 1**.

1.2. Reduction of Elevated Health Risks

The first step to making sure the health risks are reduced is to ensure easy access to the wellness center. Primarily, diseases like hyperglycemia, hypertension, and hypercholesterolemia are linked to unhealthy food choices and declining exercise regimes. However, these wellness centers can provide the availability to crucial information and improve overall health. The wellness centers can allow professionals to aid patients in making healthy eating choices and how improve their health (Purcell, 2016).

1.3. Reduction of the Cost of Healthcare

In order to reduce healthcare costs, there needs to be an effective strategy that can be implemented. The wellness centers fit the bill for decreasing healthcare costs by promoting primary prevention and promote healthy living models. Promoting healthy eating habits will increase immunity and decrease the chance of contracting another compounding illness. These secondary infections can be costly to treat. These wellness centers can perform regular screening and identify risk factors. This, in turn, will decrease the cost of treating complications developed from the disease (Harris, 2016). These wellness centers will be the focus on reducing the cost of healthcare services.

1.4. Improve Workplace Productivity

Decreased productivity is a big hurdle that impacts our current society. The increase in lifestyle diseases that the patients are facing makes it more difficult to work effectively and efficiently. Citizens in the workforce that are absent due to poor health decrease workplace workflow and productivity causing the company to lose profits (Purcell, 2016). Patients with decreased health will decrease the likelihood of personal advancements and achievements. Therefore, motivating

people to live a healthy life will decrease the chances of the patients getting ill and increase performance at the company level and individual level.

2. Market Analysis

The biggest area that requires our attention in our current society is physical and mental health. More complex diseases are being seen and there is even more need for an intervention such as wellness centers. There is an increase need for knowledge and information that can help people reach a healthier way of life. This was the reason the wellness program was created and initiated (Strout et al., 2018).

2.1. Target Market

The need for professional input in the areas of health and wellness is increasing. The desire to get healthy and stay healthy is the main reason that there is a need for wellness programs. The wellness programs will cater to corporate environment and involve families and individuals that want to change the way they live. The wellness programs will look at the corporate environment due to the fact that business can have harsh workplaces and demand their employees to be at top performance. This will help to address the increasing number of lifestyle diseases throughout the society (Case, 2010).

2.2. Referral Bases

These wellness centers will work off a variety of institutions from referrals. These different healthcare facilities will play a huge role in that the healthcare workers will recruit patients to the wellness centers. Some diseases that are treated at the healthcare facilities may need alternative treatment options that require counseling and dietary recommendations. Since wellness centers will offer these services it is logical that the medical treatment facilities will be the basis of where we receive referrals (Reuben & Tinetti, 2012).

2.3. Competitors

The wellness centers will face competition from other facilities that offer the same services to the public. There is a possibility some hospitals will offer nutrition services, counseling, and education. This will then put the hospital in direct competition with the wellness facility. There is also the likelihood that healthcare professionals may offer primary care services and they can be a threat to these proposed wellness centers (Koçak et al., 2017).

3. SWOT Analysis

Table 1. Strengths vs. weakness of SWOT.

Strengths	Weaknesses
The amount of experienced healthcare professional at the wellness center.	Inadequate experience and lack of market experience will decrease resources during the beginning of center's operations.

Continued

The wellness centers are to be integrated into hospitals. This will allow the centers to have access to the hospital resources.	Staff scared to participate in the programs. This can undermine the center's ability to rise.
Financial availability in order to stabilize the center for growth and resources.	The inability to understand the wellness center's operations and beliefs. Inability to understand the major operations creates a huge challenge.
The wellness center with use the brand name and reputation of the main organization/hospital association.	Since the associated hospital is not known as a wellness center, it can be difficult to gain trust in patients and professionals.

Opportunities	Threats
The wellness center can capitalize on the increasing demand of the need for wellness centers.	Competition in one of the biggest threats since other organizations can provide similar services and already established.
The large selection of capable social workers allows the center to hire competent employees.	Heavy regulations could possibly undermine the wellness from functioning to its highest capability. To maintain professionalism governments are enforcing strict regulations to facilities with wellness centers.
The rising need for health and wellness provides the centers with opportunity to grow.	The hesitation to use new programs by the patients can cause a large loses in the number of patients treated.
The wellness centers have a key role in increasing the hospital revenue.	With government changing policies, there will be provisions of wellness centers and this can negatively affect the way they operate to their fullest capability.

The Implications of the SWOT Results

The results of the SWOT assessment have an important role in finding and using the strengths and opportunities. At the same time, the weaknesses and threats are decreased. This information will aid the wellness centers in maintaining the reputation and targeted groups the main institution has attracted. By knowing the threats that the wellness centers face the staff and help to plan and buffer the impact these threats could have on the centers, as seen in **Table 2** (Albao et al., 2019).

4. Service Plan Feasibility

Table 2. Cost-benefit analysis.

Category	Description of the Service Plan Costs
The Organization	The organization will pay the fees of creating a new infrastructure to support the newer facilities. Acquire the new equipment and medication for the center to perform at its optimal level.

Continued

	Additional fees that accrue which can include hiring staff for creating the programs.
Operations	At this level the company will need to include the necessary spending for marketing on bringing in new patients. The cost of buying office supplies in order to have proper functioning. The facility will require electricity to function properly during operating hours.
The Client/Patient	The facility will require funds to treat the patients. The patients will require pamphlets with information on treatment and recovery and this will be rising costs. Additional costs that can accrue are the cost of medication and other supplies needed for treatment.
The Staff	A large portion will be spent on staff training and development. The newer facilities need more staff and require a budget for retaining staff. Staff uniforms and required equipment can require a specific amount of the budget.
Technology	The new wellness centers will require a large amount of technological equipment that is needed. Other costs come with upgrading current software and technology. Employing IT specialists to manage the equipment.

Category	Description of Service Plan Benefits
The Organization	Creation of the wellness centers will provide the hospital with additional source of funds. The wellness center will increase the reputation of the hospital and make a go to place for health services. The wellness centers will help increase the health among the staff member and therefore have better performance.
Operations	The amount of money used on critical aspects for example, advertising. This will increase the wellness centers image and make the public aware of the different programs the facility offers. The effectiveness of the wellness center will increase the education and relay of the information. This will make all services be easily delivered and more accessible. It is important to fund the crucial elements of the centers. This will create a better workflow of operations and increase revenue.
The Client/Patient	By paying close attention to each individual patient, this will allow the patient to increase recovery time and greatly increase their chance of successfully following the program. By providing educational materials, this will enhance the knowledge base for educational and the educational tools for healthy lifestyle choices. By treating the patients with care and respect it will increase the likelihood of referring more patients.
The Staff	When taking care of the employees it will increase the morale and increase achievement in the wellness center. When providing staff training it will increase the quality of the services increase the wellness centers identity. By utilizing funds for staff training and motivational resources it can decrease the turnover rate and therefore retain the talented staff.
Technology	Newer technology is fundamental to increase the storage of information and increasing efficiency. Updating the system software this will increase accuracy of the equipment and keep the equipment up to date. By employing high quality IT staff, this can reduce the risk of technology glitches and increase the ease of care and accessibility of patient information.

5. Risk Assessment

Table 3. Potential risks and strategies.

Risks	Overall Results and Strategies for Minimizing the Risks
Staff Turnover	This is one the biggest risks confronting the wellness centers. This can be reduced by having an increased staff motivation and rewards offered to employees.
Overcrowding	The rise in demand for wellness centers raised the risk for overcrowding situations. In order to alleviate this risk, the facility needs to hire enough staff to meet the patient care demand.
Insufficient Funds	Insufficient funds to run the facility can reduce the ability for the facility to function. The hospital administration can provide aid to the facilities by offering loans to make sure the facilities have the monetary means to function.
Loss of customers	The possibility of patients leaving the facilities due to competitors is a large risk. In order to reduce this risk, high quality care needs to be provided to the patients. Advertising needs to be established to promote the presence of the clinic.
Lack of Supplies	If there are not enough resources and supplies to run the facility, this would put the clinic at an increased risk for failure. In order to avoid this, it is important that the facility keeps a close relationship with suppliers.

6. Financial Projections

As shown in **Table 3**, financial projecting is crucial when knowing how to create the wellness center and show how it should perform over a given amount of time. The budget is a quantitative plan for comprehending the financial objectives for each service line. Each service area needs to be analyzed in detail for the costs that it will incur. When creating the budget for the wellness center, we need to look at healthcare trends, revenue potential, and market competition.

6.1. Methods Used to Generate Revenue for the Services and Financial Payers

As we can see in **Table 4**, Bringing in revenue for the services provided is a crucial component to the success and survival of the wellness center. One way to increase the profit is to leverage the relationships of the current payers and hospital partners. For the best outcome, negotiations with managed care contracts are an option for new services. There are many different methods that can increase revenue. The biggest way to increase income is through fee-for-services. The wellness center will be offering mental health services and nutritional counseling with certified providers. These services that are offered by the wellness center will work with commercial and government resources, for example Medicaid and Medicare.

An additional way to increase revenue is to include monthly service fees. These can be fees for group classes. Fitness classes are becoming increasing popular in current society and allow the clients to participate with hardly any equipment. There will be holistic wellness classes and these will be taught by a RN. These will also be included as a monthly fee for the class. The final piece of

the wellness to increase income is a wellness bar. This will include workout shakes, snacks, and supplements that are approved by a nutritionist.

Table 4. Financial projections per service area (**Figure 1**).

	Therapy	Health Bar Revenue	Diet Counseling	Monthly Member	Total Revenue	Total Cost
Q1	100,000	50,000	40,000	20,000	210,000	380,000
Q2	120,000	70,000	50,000	30,000	270,000	380,000
Q3	140,000	70,000	60,000	50,000	320,000	380,000
Q4	150,000	80,000	60,000	60,000	350,000	370,000
Total Year 1	510,000	270,000	210,000	160,000	1,150,000	1,000,000
Annualized	510,000	270,000	210,000	160,000	11,500,000	1,000,000

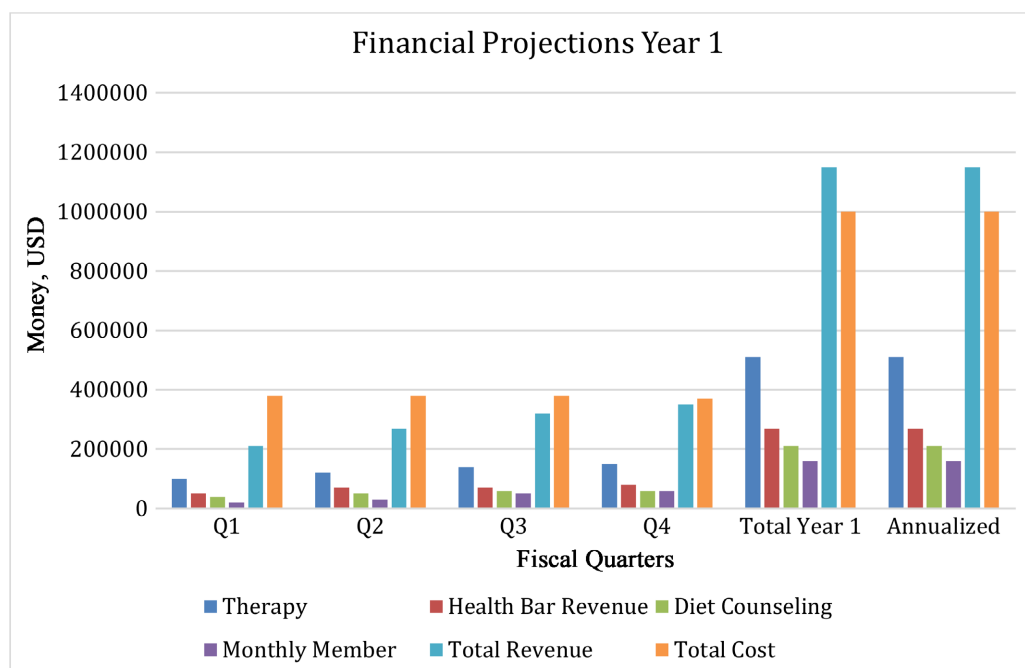


Figure 1. Estimated financial projections for year 1.

6.2. Operational Expense Budget

Table 5. Expense categories and descriptions (**Figure 2**).

Category	Description of Each Type of Expense
Personnel Expenses	The personnel expenses are those that pay the staff salaries, purchase the equipment needed for the facility to function, and the fees for staff trainings.
Other-than-Personnel (OTP) Expenses	Other expenses are those from purchasing materials for the required operation of the facility. These include hospital beds, uniforms, educational materials, and medications.

Chart of Personnel and other expenses

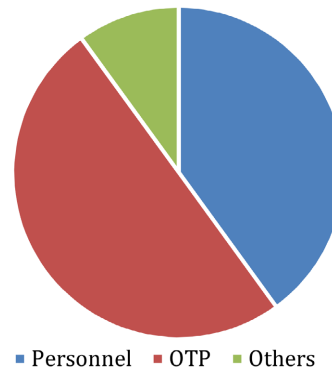


Figure 2. Expense chart.

7. Key Performance Indicators (KPIs)

Table 6. KPIs and analysis.

Service Plan KPIs	Measurement and Frequency
Structure: Staff to Client Ratio-Environment	<p>Staff to client ratios will be of 1:2 overall and is measured by the number of patients each week to the total number of staff. Less than 1:2 ratios would mean there are too many staff members and more than 1:2 would show we need more staff. This can be evaluated by looking at weekly check-ins and staff timecards. If we have too many staff then this can mean we are wasting financial funds and not enough staff could lead to patient dissatisfaction and safety issues. It can be measured on a weekly to monthly basis, with changes being made as needed.</p> <p>The environment is part of the structural component of the wellness center. Each wellness center is about 5000 square feet. This is about the size of a basketball court. There where will be areas for the health bar, individual meeting areas and smaller instructional rooms, and larger meeting areas for sessions. The environment and staff to client ration impact each other because if there are too many clients there would not be enough room in the facility. Plus, there could also be a problem with HIPAA, where information is overheard among other clients.</p> <p>This could be measured by following the Fire Marshalls guidelines for capacity which would be done daily through check-in logs and proper appointment scheduling.</p>
Process: Time allotted per Client per Appointment	<p>Wait time for the patients between appointments can be evaluated through the sign-in logs, check-out logs, and staff timecards. If the wait times are increased then this would indicate a need for longer appointment times. Too much time between appointments would me the staff are not productive, so more patients per day need to be scheduled and less time for each appointment. If the staff work overtime this can create a financial burden and decrease patient satisfaction. Adding more patients each day would increase income and decrease downtime with the staff. It could be measured weekly and then monthly.</p>
Outcome: Client Satisfaction and Increased Referrals	<p>The number of patients and the number of patient visit increase by 10% monthly. This can be measured by sign-ins. We would give a satisfaction survey at the end of each appointment and analyzed weekly for trends. Growth of 10% per month is reached with increased referrals and word of mouth. Weekly audits of the surveys make sure the change can be made quickly.</p>

8. Future Decisions

It is critical for the service plan to include key performance indicators that will determine success of the facility in **Table 5**. By watching the patient to staff ratio, the administration can be sure that funds are not being wasted on overstaffing and safety is being addressed. The financial components of the KPI structure are important. Staffing needs will impact the facility growth. It is critical to watch the staffing ratios often and make changes as needed. We need to also monitor the time in between appointments and this will tell us appointment times need to be adjusted. Staff overtime needs to be addressed, it is costly and only should be used as necessary. If appointment times are properly scheduled the center can save money and effectively and efficiently treat the patients. The main goal of the KPI growth and patient satisfaction can greatly impact future decisions of the wellness center. If there is rise in patient census and growth is seen, then more staff will be needed and hiring would occur. If we don't see growth in the center and patient census, then layoffs would take place and restructuring would occur. Having client satisfaction is the top measurement tool of performance indicators. If the KPI is followed then the wellness centers would see growth and expansion. Environment is a crucial part of the structure and the staff to client ratio. This is important because there needs to be enough room to workout, discuss plans, and goals. If the center is too crowded then HIPAA could be violated. The wellness centers standards of care should exceed local competition, increasing the chances of success.

Improvement Strategies

According to **Table 6**, in order for the wellness center to be successful, the staff needs to have top-tier performance. Education and training on the services provided at the center are necessary. Professionalism needs to be upheld at all times and it is a requirement for staff to maintain employment. Continuing education and competency sessions will be required each year to maintain employment. An additional method to improve staff performance is by allowing them to have access to the programs so the staff can improve their own health and wellness.

Interdisciplinary collaboration is needed for any successful healthcare team. Open communication is needed to boost cooperation between the staff and team-building activities are crucial to sharing knowledge, insights, and resources. This must be supported by the all-staff members and throughout the center. By following these guidelines, the team will be fully functional and the care that the patients receive will be top notch.

9. Service Plan Start-Up Tasks and Timelines

Table 7. Timelines and relative tasks.

Task	Task Owner	Timeline
Project creation	Main Hospital	3 months
Planning	Hospital	4 months

Continued

Sensitizing Stakeholders	Director	2 months
Authorities	Director	2 weeks
Tender for construction of buildings	Procurement Department	3 months
Bidder list	Procurement Department	3 months
Assigning contract	Procurement Department	3 weeks
Employee recruitment	HR	2 months
Employee training	HR	3 weeks
Job assignment	HR	1 month

Executive Summary

The main goal of the wellness program is to educate people and follow healthy living and promote a healthy lifestyle, as seen in **Table 7**. These programs will provide the patients and the general public with important knowledge that changes individuals' lives. In turn, this will have a great impact on society. The main client that will be receiving services from these programs is those working in the corporate world. This is due to the rising demand for increased performance expected among those individuals. However, these are not the only patients receiving these services, the patient's families and friends experience various lifestyle diseases. The SWOT analysis shows that these facilities will see how beneficial it is to work in conjunction with a well-known hospital name that endorses these facilities. These wellness centers will face competition from rival wellness centers. These centers will decrease the cost of healthcare and decrease the health risks.

The beneficial impact that the wellness center will have on the current community and future will be greater than any beginning risk and cost that are associated with the start-up. Some of the initial costs could be avoided by using resources already available from the hospital, such as furniture. This health and wellness center will be a valuable asset to the community. These wellness centers are valuable to the employees because they can improve their health and wellness as well. The financial benefit can be seen from the reduced healthcare costs since people are seeking primary prevention instead of treating the disease and complications. Offering these high-quality services in a professional and caring manner it will prove to be an asset to the community.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

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