**Accountable Care Organizations**

 Physicians influence the decisions in the healthcare system. As a result, it is imperative for the healthcare system to integrate physicians into the strategic planning process to ensure that goals are achieved. The incorporation can be implemented by developing a structure of the strategic planning committee that comprises of physicians (Erwin & Lifton, 2008). A minimum of six members should be included in the committee.

 Physicians should also be invited to present their views by attending meetings and retreats that deal with the formulation of the strategic plan. As key contributors to the healthcare system, their views should constantly be incorporated in the process (Erwin & Lifton, 2008).

 Involving physicians in the strategic planning process can also be done by getting their input on how to identify key objectives and the strategies that can be used to attain the goals. In the event that the physicians are integrated in a prolific manner, their leadership will be useful to the effective application of the plan (Erwin & Lifton, 2008).

 A number of challenges are bound to occur in the process of including physicians in the strategic planning process. One of the intricacies is tension and conflict that often arises between the board members, administrators, and physicians (Beckham, 2016).  It is apparent that the medical staff exhibits a culture that is different from the other strategic planning officials which may instigate contentions.

 In order to resolve the tensions and conflict that may arise between the stakeholders, it is essential to develop an environment of trust. In most cases, a strategic plan is normally perceived as a creation of administrative culture, as a result, it is often suspect and misunderstood. Developing a strategic plan needs trust. Cultivating trust can be inculcated by creating transparency in the work environment.

 Another challenge is the emergence of hidden agendas that may creep into the strategic planning process. Physicals may then realize that they are being manipulated by the board and executives. In order to avoid such issues, it is essential to discuss openly and candidly the tough subjects that emerge (Beckham, 2016).  The physicians should demand that they are comprehensively informed about the key issues in the strategic plan.

 In conclusion, it is essential for the strategic planning process to fully incorporate the views of physicians.

**References**

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