

Readiness Reality Check

A 5-Minute Operational Snapshot for Fitness & Wellness Leaders

This Reality Check is a companion to *Operational Readiness in 2026: A Practical Checklist for Fitness & Wellness Leaders*. This is *not* a full audit; it's a **snapshot** designed to surface where operational readiness is solid, and where it breaks down.

Instructions

- For each section, check every statement that is true today.
- Score each section from 0 - 3. Be honest; this only works if you are.
- *Check a statement only if it is documented, repeatable, and consistently applied; not informal or dependent on a specific person.*

Workforce Alignment (0-3)

- ☐ Job roles are clearly defined based on participant needs, not legacy titles
 - ☐ Staff education, credentials, and experience align with the populations we actively serve and those that we aspire to serve
 - ☐ Training follows an intentional competency pathway, not ad hoc or employee-selected continuing education (CE)
- Score:** ☐ 0 ☐ 1 ☐ 2 ☐ 3

✓ Reality check:

Scores below 2 often signal risk once expectations increase or referral volume changes.

Program Design & Delivery (0-3)

- ☐ We offer at least one program intentionally designed for a defined condition or population
 - ☐ Programs are reproducible across staff, schedules, and time
 - ☐ Programs include progression, safety protocols, and limited individualization
- Score:** ☐ 0 ☐ 1 ☐ 2 ☐ 3

✓ Reality check:

Rebranded personal training or general classes do not meet this standard.

Intake, Screening & Escalation Processes (0-3)

- ☐ Intake and screening protocols are standardized and used consistently
 - ☐ Escalation pathways are defined, documented, and followed
 - ☐ Processes are built around participant success, not just sales or utilization
- Score:** ☐ 0 ☐ 1 ☐ 2 ☐ 3

✓ Reality check:

If referrals increased tomorrow, would your systems absorb them—or scramble?

Documentation & Outcomes (0-3)

- ☐ Intake and screening data are consistently captured and retained
- ☐ Baseline and follow-up functional measures are recorded
- ☐ Attendance, adherence, and program descriptions are documented and defensible

Score: ☐ 0 ☐ 1 ☐ 2 ☐ 3

✓ Reality check:

Anecdotes show effort and documentation demonstrates credibility.

Data, Technology & Compliance (0-3)

- ☐ Structured data capture is used (not informal notes or free text)
- ☐ Systems support patient data protection and compliance requirements
- ☐ Technology supports consistency and future integration, not complexity

Score: ☐ 0 ☐ 1 ☐ 2 ☐ 3

✓ Reality check:

Simple, repeatable systems outperform impressive platforms no one uses

Your Snapshot Score

Total possible: 15

Your score: / 15

How to interpret your score

0-5: Readiness is largely assumed, not operational

6-10: Partial readiness with gaps that tend to surface under pressure

11-15: Strong operational foundation, with refinement likely needed

There is no "passing" score. Readiness is contextual (and expectations are rising).

A final note

Healthcare partners are not looking for perfection; they are looking for aligned credentials, defensible programs, predictable processes, and consistent delivery.

If this Reality Check surfaced gaps you can't unsee, the accompanying article explains why they matter and where organizations most often misjudge readiness.

- Graham Melstrand, Founder & CEO, [ActivSport Advisory](#)