



REGENCIUM

PHYSICAL THERAPY AND PERFORMANCE



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The Type of Company

We Are Building

Foundational and Guiding Principles

Purpose of this document

Articulates the guiding principles of Regencium. These standards will govern our business practices and provide guidance against which future decisions will be measured.



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PART I

THE TYPE OF COMPANY WE ARE BUILDING

Regencium is a different kind of company. We want to build a company in which the people who create value have meaningful ownership in that value, where employees and contractors are treated as participants rather than merely inputs, and where our goal is to enlarge the entire pie rather than fight over our particular slice. We are not building a business whose success depends on keeping other people from succeeding.

These principles shape the way we think about competition, compensation, contracts, patients, ownership, growth, and profit.

Enlarge the Pie

We believe the strongest businesses create more value than they capture for themselves. When a business genuinely improves the lives of its patients, develops its people, creates opportunities for its contractors and employees, serves its community, and provides a fair return to its owners, the pie gets bigger. Everyone benefits.

This is also why we intend to be cautious about restrictive business practices that exist primarily to prevent others from competing. Noble competition (also called positive-sum competition) is good. It forces us to become better, serve people better, innovate, and remain honest about the value we actually provide. Sabotage or zero-sum competition relies on non-competes, non-circumvention agreements, or similar restrictions as a substitute for creating superior value.

Our standard is therefore simple: if we need to prevent another person from competing with us in order to preserve our position, we should first ask whether we are creating enough value to deserve that position.

This does not mean that every restrictive agreement is inherently immoral or that legitimate protection of confidential information, trade secrets, or contractual commitments has no place in business. It means that Regencium should not use legal restrictions merely to extract or preserve an advantage that is not justified by the value we create.

A Business Should Benefit Every Stakeholder

Our business practices should be good not only for us, but for the people and communities affected by what we do. The owner should benefit. The patient should benefit. The employee or contractor should benefit. The surrounding community and society should benefit.

If a practice produces a financial benefit for the company while predictably creating an unjustified loss for everyone else, we should question whether it belongs in the company at all.



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This is not an argument against profit. It is an argument about what profit means. Profit is evidence that a business is producing something people value and that its resources are being used productively. But profit is not the final purpose of the enterprise.

The Proper End of a Business Is People, Not Profit

The proper end of a business is the flourishing and development of people. Profit is an important and necessary byproduct for the owner, and a business that cannot remain financially healthy will eventually be unable to serve anyone. But financial profit is not the foremost end for which the business exists.

The deeper end is the development of the people involved: employees and contractors, patients, owners, and society itself.

Employees and contractors should become better professionals and better people through their work. Patients should not merely receive a service; they should be helped toward greater health, independence, and human flourishing. Owners should also be developed. Their spiritual health, intellectual growth, character, prudence, generosity, and virtue matter. And the company should contribute to the health and strength of the wider community rather than treating society merely as a market from which to extract revenue.

In that sense, the question we should ask about a business decision is not merely, “Will this make money?” It is also, “What kind of people and what kind of community will this decision help us become?”

Ownership and Participation

We want Regencium to be a company in which people have meaningful participation in the value they help create. Ownership should not be understood merely as a legal title. It should involve responsibility, stewardship, initiative, and a share in the fruits of productive work.

When people have genuine participation in the enterprise, they have greater reason to think beyond their individual role and toward the health of the whole company. That is the culture we want: people who ask, “How do we make the whole organization better?”, rather than, “How do I maximize my own piece?”

Competition and the Enlarging of the Pie

We intend to compete by becoming better, not by making it harder for others to compete. If another company can copy a legitimate service, hire a talented person, or build something better, our response will be to improve ourselves.

We want a growing market, more capable professionals, healthier patients, better standards, and stronger communities — even when those developments create competitors. A larger pie creates opportunities that a permanently protected slice cannot.



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A Practical Test for Business Decisions

Before adopting a business practice, Regencium will ask:

1. Does this create genuine value, or only transfer value to us?
2. Who benefits from this decision, and who bears its costs?
3. Does this help the people involved become more capable, responsible, healthy, virtuous, or free?
4. Would we be comfortable explaining this practice publicly to our employees, patients, owners, and community?
5. Are we protecting legitimate property, confidentiality, or contractual obligations — or simply protecting ourselves from competition?
6. Will this shrink the total “pie” or grow it?
7. Is the financial return proportionate to the value and responsibility we are actually carrying?

Our Aim

Regencium is a company in which success is measured by more than revenue and profit. Its success is evaluated on whether people are healthier, more capable, more secure, more responsible, and more fulfilled because they participated in what we built.

We are building a company in which the owner benefits, the patient benefits, the employee or contractor benefits, and society benefits, and none of these are at the expense of another.

PART II

REGENCIUM COMPANY CONSTITUTION

Preamble

Regencium exists to create genuine value through the development and service of people. We recognize that a business is a community of persons cooperating toward a common purpose, not merely a collection of assets, contracts, and financial accounts.

We therefore commit ourselves to building a company in which ownership carries responsibility, work contributes to human development, competition drives excellence rather than exclusion, and profit serves the health of the enterprise rather than becoming its final purpose.



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ARTICLE I

The Human Person

Every person affected by Regencium's activities possesses dignity that does not depend on productivity, revenue, title, or economic value. Patients, employees, contractors, owners, partners, suppliers, and members of the community must never be treated merely as means to a financial end.

ARTICLE II

The Purpose of Business

The primary purpose of Regencium is the creation of human and social value through useful work and service. Financial sustainability is necessary, and profit is legitimate and desirable when it results from productive activity and the satisfaction of real human needs. Profit, however, is a regulator and measure of business health, not the ultimate purpose of the enterprise.

ARTICLE III

Stakeholders

Regencium recognizes four broad groups whose flourishing should be considered in major decisions: the people served by the company; the people who perform its work; the owners and stewards of the company; and the wider community and society. The company should seek arrangements in which these interests are mutually reinforcing rather than structurally opposed.

ARTICLE IV

Ownership and Stewardship

Ownership carries both rights and obligations. Owners are entitled to a fair return for capital, risk, and responsibility, but they are also stewards of an institution that affects other human beings. Ownership should therefore be exercised with prudence, justice, generosity, and concern for the common good.

ARTICLE V

Work and Participation

People who work with Regencium should have meaningful opportunities to grow in competence, responsibility, initiative, and participation. Where feasible and appropriate, systems of ownership, profit-sharing, incentives, or other forms of participation should align the interests of individuals with the health of the whole enterprise.



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ARTICLE VI

Competition

Regencium will seek to win through superior service, quality, innovation, character, and value. We will not make restriction of legitimate competition a substitute for excellence. Confidential information, intellectual property, legitimate contractual commitments, and other lawful interests may be protected, but such protections should be narrowly tailored to their legitimate purpose.

ARTICLE VII

Enlargement of the Pie

We will prefer strategies that expand opportunity and total value over strategies that merely preserve our existing share. We will seek to make patients healthier, professionals more capable, the company stronger, and the communities we serve better off as a result of our presence.

ARTICLE VIII

Virtue and Formation

We believe that a good business should help form good people. Regencium should cultivate honesty, courage, prudence, justice, temperance, generosity, humility, responsibility, and service. The professional development and personal development of the people within the organization are not unrelated to business success; they are part and parcel of what success means.

ARTICLE IX

Decision-Making

When a decision presents a conflict between short-term financial gain and long-term human flourishing, leaders should examine the decision explicitly rather than allowing financial metrics to decide by default. The company should favor practices that remain defensible when viewed from the perspective of the patient, worker, owner, and community — not merely the person making the decision.

ARTICLE X

Long-Term Stewardship

Regencium should be built to outlast its founders. The standard for a good decision is therefore not simply whether it benefits today's leadership, but whether it leaves the institution stronger, more trustworthy, more capable, and more beneficial to the people who will inherit it.



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Article XI

Medical Ethics and Informed Decision-Making

Clinical and training decisions belong to the patient, not to the provider. Before any plan of care is undertaken, Regencium providers will give the patient a clear account of its benefits, its risks, the reasonable alternatives, and what is likely to happen if nothing is done at all. This is how we honor the patient's values and autonomy.

No provider can know another person's values well enough to decide on their behalf. A course of treatment that appears clearly right on clinical grounds may still be wrong for a particular patient, given that patient's own priorities, obligations, and sense of what a good life requires. The provider's competence concerns the clinical facts; the patient's authority concerns what should be done about them. Having informed the patient honestly and completely, Regencium providers will defer to the patient's decision — including a decision to do less than we would recommend, or nothing at all.

Article XII

Integrity

Regencium defines integrity as a condition of the organization's workability, not merely a virtue to be admired. A person or organization is “in integrity” when their word is whole and complete: what they have said they will do, what they know needs doing, what is legitimately expected of them, and what they hold themselves out as standing for are all honored, both internally between the people of this company, and externally with every patient, partner, and community we serve.

Honoring one's word is not the same as never failing to keep it. When Regencium or any of its people cannot or will not keep a commitment, integrity requires saying so as soon as we know it, to everyone relying on us, and taking responsibility for repairing whatever the shortfall has cost them. Weighing the cost of admitting a failure against the benefit of concealing it is itself a failure of integrity, regardless of outcome. A business that is honest about its failures and works to make them right builds more trust than one that simply avoids failing.