



2010 - 2013 Strategic Plan March 27, 2010

PREAMBLE

In May 2009, the Canadian Physiotherapy Association introduced a new Strategic Plan to members. Simultaneously, the Nova Scotia Physiotherapy Association was reaching a logical transition point in its strategic planning process, with a significant majority of its 2008-10 objectives achieved, and significant structural changes having taken place, including incorporation and operationalization of several committees. Leadership within the association felt that the time was right to refresh the NSPA Strategic Plan, targeting the 2010 AGM for presentation of a draft Plan to members.

The process commenced with a board review of CPA's new strategic plan, and prioritization of objectives, recognizing that with resources on a significantly smaller scale than CPA, NSPA would need to be selective in choosing its priorities. Based on board feedback, a preliminary draft was further reviewed at the November 2009 Semi-annual Meeting of NSPA Board, Section and District leaders. After further refinement, objectives were sent out to all NSPA members in February 2010 to gather member feedback on prioritization of objectives. The cumulative result of all of the above consultation processes is the document that follows. The 2010-2013 Strategic Plan, approved by members on March 27, 2010, will guide the prioritization of staff, volunteer and financial resources over the next three years.

MISSION

The mission of the NSPA is to advance the profession of physiotherapy in order to improve the health and wellness of Nova Scotians.

VISION

Physiotherapists are essential and accessible health care professionals who lead in the promotion, improvement and maintenance of the mobility, health and well being of Canadians.

VALUES

Consistent with the values of the Canadian Physiotherapy Association, the NSPA will act with integrity and loyalty to members at all times.

The NSPA values:

- The integration of evidence, clinical reasoning and therapeutic skills in practice
- Accountability to members, our stakeholders and the public
- Unity of the profession within Nova Scotia and across Canada
- Fair and democratic governance
- Meaningful, cooperative partnerships
- Proactive behaviour and innovation
- The richness of Nova Scotian and Canadian diversity
- Clear and concise communication

NSPA's Strategic Objectives

MEMBERS – PHYSIOTHERAPISTS - VALUE

CPA programs and services will effectively anticipate and exceed the expectations of physiotherapists.

A-1 Increase Engagement & Membership Market Share

Engage young physiotherapists and retain members.

Goals, measures, and time-lines:

- Explore the role that NSPA can play in provision of member services to Support Personnel in Nova Scotia. Based on assessment, develop an appropriate recruitment and member service plan (2011-13)
- Identify at least three opportunities annually to directly engage students (2010 onward)
- Increase in membership market share of at least 1% per year (2010-2013)

A-2 Ensure Good Governance

Ensure the unity of the profession. Enable members to guide their association and encourage local innovation. Ensure succession planning for leadership roles. Govern the association in a cost-effective manner

Goals, measures, and time-lines:

- *Annual increase in non-dues revenue as percent of total revenues, ultimately targeting 30%*
- *Volunteer participation is stable or increases, year-over-year*
- *Develop long-term Volunteer Engagement and Recognition Strategy (2011-2012)*

PRACTICE – PHYSIOTHERAPY – EVIDENCE & EXCELLENCE

Physiotherapists will use evidence to inform their practice. They will actively pursue learning and support the exchange of information between clinicians, researchers and decision-makers.

B-3 Expand & Guide Knowledge Access

Ensure members' access to clinically relevant information in a timely manner and with appropriate guidance to ensure application of evidence.

Goals, measures, and time-lines:

- 80% of NSPA members support the statement "CPA provides me with essential information for my practice" (as indicated in CPA member surveys)
- Task PD Committee with identification of practice resources for inclusion in monthly member e-Newsletters
- Utilize and/or promote the use of technology to facilitate member interactions, problem solving, and professional development

B-4 Ensure the Availability of Relevant Continuing Education Opportunities for Members

Work with physiotherapy partners to provide members with the tools to assess their academic, research and clinical education needs, and customize education delivery.

Goals, measures, and time-lines:

- Continuing education value rating increases annually amongst NSPA members (as indicated in CPA member surveys) (2011-13)
- NSPA initiates at least two in-house PD events annually (2010 – 2013)
- Visits to NSPA's Course web pages increase annually by 10%, starting in 2010
- NSPA's PD Committee evaluates at least five relevant on-line PD resources for members per year, and recommends as appropriate. (2010-2013)

B-5 Support the Research Cycle

Support a cycle of research, education, clinical application, outcome measures and further research.

Goals, measures, and time-lines:

- NSPA actively promotes PFC research opportunities and fundraising campaigns through promotional means
- NSPA's Research Bursary is awarded annually to a clinician conducting research; summary report is conveyed to members annually
- Explore opportunities to partner with the Dalhousie School of Physiotherapy to develop / offer professional development / academic credit, and distance learning opportunities

ADVOCACY – ACCESS & APPRECIATION – HEALTHY CANADIANS

Canadians will access physiotherapy on its own merits, free of unwarranted legislative or economic constraints. Healthcare professionals will work in respectful and informed teams for the benefit of their patients.

C-6 Enhance Our Ability to Influence Public Policy, Direct Access, and Physiotherapy Human Resources

Improve our ability to engage government in meaningful dialogue and influence healthcare policy. Develop and utilize existing resources for employers, government, insurers and others to foster an understanding of the economic value of appropriate physiotherapy deployment within the health system.

Goals, measures, and time-lines:

- Execute the Employer Advocacy Strategy, jointly with NSPPD, speaking to at least 5 employers in 2010, 7 in 2011, and 10 in 2012 regarding direct access and the economic benefits of effective physiotherapy coverage in group benefit programs
- Engage relevant unions regarding the role, compensation and economic value of physiotherapists
- Maintain routine correspondence with the Departments of Health, and Health Promotion & Protection, at least twice annually (2010 onward)
- Advocate for inclusion of physiotherapy representation on government policy committee / working group. Target one in 2010, two in 2011
- Assess implications of new Caseload Guideline initiative for Nova Scotia and, if applicable, develop communication / dissemination strategy (2011)

C-7 Increase Public Awareness and Appreciation

Enhance our public relations so that Canadians understand the benefits and are motivated to self-select physiotherapy care. Work with partners to ensure the integrity of the term 'physiotherapy'.

Goals, measures, and time-lines:

- Annual increase in use of physiotherapy by Nova Scotians (based on CIHI data) (2012-2013, dependent on College participation in CIHI study)
- 10% annual increase in the number of Nova Scotians exposed to CPA and NSPA advertising, beginning in 2010
- 10% annual increase in visits to NSPA's "Find-a-Physiotherapist" database, beginning in 2010

C-8 Increase and Promote Interprofessional Practice

Promote the effectiveness of physiotherapy to other health professionals with a goal to establish true inter-professional healthcare teams.

Goals, measures, and time-lines:

- Participate in CPA Physician Awareness survey; assess results and identify annual targets (2010)
- Assess success of advertising in physician publications (2011)
- Maximize the Association's participation with the Alliance for Healthy Eating and Physical Activity and other interprofessional projects/groups where appropriate
- Identify opportunities to participate at events hosted by other professions, as relevant, as a tool to increase awareness of the role of physiotherapy