



APTA STRATEGIC PLAN

APTA STRATEGIC PLAN Frequently Asked Questions

Why was the Strategic Plan created?

The 2006 House of Delegates (House) adopted RC 20-06, charging APTA to develop “a comprehensive strategic plan to achieve the APTA Vision Statement for Physical Therapy 2020.” The motion stipulated that the plan be developed with input from component leadership, members, and external stakeholders as appropriate. The Board established the Task Force on Strategic Plan for Vision 2020 to “facilitate the development of a plan in response to RC 20-06,” and the Task Force met in March 2007.

The Task Force sent a report to the 2007 House that included draft operational definitions of each Vision 2020 element, a status report on current initiatives related to each element, and a plan for completing the tasks associated with the original House motion. The Task Force determined that an environmental scan should be conducted with members and other stakeholders (nonmembers, licensing boards, insurers, legislators, patients, health care providers) as a first step in the creation of a strategic plan. A comprehensive environmental scan survey was distributed in the summer of 2007.

In July 2007, APTA’s Board of Directors and CEO determined that a strategic thinking and planning process should be initiated that would include the development of a comprehensive strategic plan. A consultant was retained to guide the strategic planning process. In consultation with the Task Force and the Board, it was determined that this strategic thinking and planning process was the next logical step to accomplish the remaining work of the Task Force and that the members of the Task Force would be engaged in the strategic planning process going forward as part of the Strategic Planning Group.

How is the Strategic Plan used and how does it help move APTA towards achievement of Vision 2020?

The Strategic Plan guides the Association’s work in the six Strategic Outcome areas – *Access to physical therapist services, Education, Payment for services, Public identity/Recognition as practitioner of choice, Research, and Standards for practice* – that have been identified as the necessary priorities for the next three to five years in order to continue progress towards realizing Vision 2020. Implementation of the Strategic Plan occurs in concert with the planning and execution of the Association’s annual budget which focuses the Association’s financial resources and human capital to achieve well defined strategies in each Strategic Outcome area.

It is important to note that a strategic plan is never “done.” The Strategic Plan is reviewed and updated regularly based on environmental changes and input from APTA members so that it can serve as an effective roadmap towards achievement of Vision 2020.

What is the “Association Purpose” and how is it used?

The Association Purpose is APTA’s reason for being. A purpose statement is assessed periodically, but may last unchanged for years and years. It is continually pursued, but never achieved. It can evolve, but is never outgrown. The purpose answers the questions: “Why do we exist?” and “What would be lost if the organization ceased to exist?” The Association Purpose statement is used to guide decision-making in Association activities.

What are the “Association Organizational Values” and how are they used?

The Association Organizational Values apply to Association staff and to members as they work on behalf of the Association. The values that apply to the work that members do as physical therapists and physical therapist assistants are articulated in other Association documents (most specifically the *Core Values for Professionalism in Physical Therapy*) and, while there is some overlap in terminology, the Association’s values are not intended to exactly mirror, duplicate, or replace the values for professionalism. Like the Association Purpose, the Association Organizational Values are used to guide decision-making and behaviors in Association members and staff.

How are the Strategic Outcomes in the plan chosen?

The Strategic Outcomes are chosen for the Strategic Plan’s 3- to 5-year planning horizon based on analysis of data collected from members and stakeholders about the most pressing issues facing the profession and the Association and the Association’s products and services. Adjustments to the Strategic Outcomes and Objective are made through a regular process of review and assessment of evolving conditions in the profession and society at large.

Are the Strategic Outcomes listed in priority order? Are the Objectives listed in priority order?

The Strategic Outcomes are ordered alphabetically according to category title of each outcome area (Access to Physical Therapist Services, Education, etc.). The Objectives are not listed in priority order. Objectives within Strategic Outcomes are ranked and executed according to when they should begin (e.g. in the current fiscal year or in a future fiscal year).

How is progress toward the Strategic Outcomes measured?

The Objectives in the Strategic Plan describe the desired direction in which the Association will move during the next 3 to 5 years in order to accomplish its Strategic Outcomes. The Objectives define what constitutes success for each Strategic Outcome in observable or measurable terms. Each Objective is assigned a metric that is a specific measurement/activity connected with a specific timeframe which allows quantification of success for each Objective. Progress with the Strategic Plan is reported to the Board of Directors on a regular basis throughout the year.

There are some initiatives in which APTA is engaged that are not included in the Strategic Plan. What happens to those activities?

The Strategic Plan represents some of what the Association does, not everything. There are a number of important initiatives outside of the Strategic Plan that are considered operational and will continue to occur. As initiatives are evaluated regularly through the process of strategic planning, adjustments will be made to APTA’s portfolio of initiatives to ensure that adequate resources are available to achieve the Strategic Plan and move us towards achievement of Vision 2020.

How does the physical therapist assistant fit into the Strategic Plan?

As defined in Association policy, the physical therapist and the physical therapist assistant are the only providers of physical therapist services. The terms “physical therapist practice” and “physical therapist services” refer to care provided by the physical therapist, as assisted by the physical therapist assistant.

Why are the terms “physical therapist practice” and “physical therapist services” used in the Strategic Plan?

The terms “physical therapist practice” and “physical therapist services” are specifically used in the Strategic Plan because they have been defined by the Association as specifying the care provided by the physical therapist, as assisted by the physical therapist assistant. Additionally, there are many other providers who claim to provide physical therapy services. By placing emphasis on physical therapist services, we are distinguishing those services provided by a physical therapist as assisted by the physical therapist assistant.