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AMERICAN PHYSICAL THERAPY ASSOCIATION

Strategic Plan



In Pursuit of APTA's Vision for the Profession:

Transforming Society by Optimizing Movement to Improve the Human Experience

The Strategic Plan is the association's roadmap to decisions and actions over the next 3 to 5 years that will move us toward realizing APTA's Vision Statement for the Physical Therapy Profession. It is guided by the vision, the Association Purpose, and the Association Organizational Values and builds on our past successes while *preparing* the association and the profession to thrive in the future.

The Strategic Plan is never "done." APTA reviews the plan regularly and updates as needed through an active, mindful process that looks at environmental changes and member input. By keeping the plan contemporary and relevant, the association better provides representation, services, and community to APTA members.

In 2015, APTA's Board of Directors updated the Strategic Plan to address 3 areas of transformation, in line with the vision: transforming society, transforming the profession, and transforming the association. The plan correlates closely with the 8 guiding principles of the vision: Identity, Quality, Collaboration, Value, Innovation, Consumer-Centricity, Accessibility, and Advocacy.

Keep in mind that the Strategic Plan addresses much of what APTA does, but not everything. Some operational activities aren't mentioned in the plan, yet they do some heavy lifting toward the mission of the association, enabling the activities of the Strategic Plan to continue.

The following objectives and sub-objectives outlined below build upon the 2017 Strategic Plan for work to be completed or for significant progress to be made in 2018.

TRANSFORM SOCIETY

Barriers to movement will be reduced at population, community, workplace, home, and individual levels.

1	Reform payment policy to allow individuals access to high-quality physical therapist services. <ul style="list-style-type: none">• By January 1, 2019, identify alternative payment models for rehabilitation services, emphasizing opportunities for partnership.• By January 1, 2019, recommend patient-assessment instruments and outcome measures for use in alternative payment models.
2	Establish mutually beneficial partnerships. <ul style="list-style-type: none">• By January 1, 2019, use the partnerships program framework to establish formal partnerships with entities that align with the vision and the Strategic Plan and allow APTA to best use resources.
3	Improve society's recognition and understanding of physical therapy and physical therapists. <ul style="list-style-type: none">• By January 1, 2019, implement year 1 of a 5-year communications plan that includes sustained public relations campaigns built on results of consumer research.
4	Leverage technology to advance physical therapists' role in enhancing movement. <ul style="list-style-type: none">• By January 1, 2019, achieve payment for physical therapist services delivered via telehealth by Medicare and other major payers.

TRANSFORM THE PROFESSION

Best practices in education will lead to physical therapist practice marked by value and associated with use of evidence, best practice principles, and outcomes research.

1	Further develop and implement strategies to address unwarranted variations in clinical practice, so that physical therapists demonstrate consistency in practice based on outcomes, evidence, and cultural competence. <ul style="list-style-type: none">• By September 20, 2018, complete a high-priority clinical practice guideline (CPG) and begin development of a second by January 1, 2018.• By January 1, 2019, complete and actively disseminate to physical therapists, physical therapist assistants, and other stakeholders 7 new CPGs developed by APTA and sections.• Throughout 2018, disseminate new innovation and best practice strategies to members to enhance practice consistency, outcomes, and value in physical therapist practice.
2	Integrate the movement system as a concept into practice, education, and research. <ul style="list-style-type: none">• By January 1, 2019, develop a staged implementation strategy (through 2025) to integrate the approved action plan for the movement system concept into practice, education, and research.• By January 1, 2019, begin the collection and vetting of diagnostic labels and/or classification system based on the approved diagnostic criteria that reflect and contribute to the physical therapist's ability to properly and effectively manage disorders of the movement system, to be completed in 2020.
3	Engage with the Education Leadership Partnership to reduce unwarranted variations in student qualifications, readiness, and performance across the continuum of physical therapist professional education. <ul style="list-style-type: none">• By January 1, 2019, continue the staged implementation of the Board-approved Excellence in Physical Therapy Education recommendations.
4	Provide academic and clinical faculty with quality professional development opportunities and provide PT/PTA programs with updated resources and student assessment tools. <ul style="list-style-type: none">• By January 1, 2019, explore the need to revise the PTA Normative Model, last updated in 2007.• By January 1, 2019, if deemed appropriate, begin development of a CAS for PTA education programs.• By January 1, 2019, explore revising the Clinical Performance Instruments (PT and PTA CPIs) and the development of Entrustable Professional Activities (EPAs) for physical therapist students.
5	Advance diversity and inclusion within the physical therapy profession. <ul style="list-style-type: none">• By June 20, 2018, complete a comprehensive review of current efforts and subsequent reports, with a gap-analysis report to guide future Board strategic discussions.
6	Identify roles and promote physical therapist participation in primary care delivery models. <ul style="list-style-type: none">• With a report to the Board by January 31, 2018, complete the investigation and analysis for the feasibility of establishing primary care as an area of physical therapist specialty practice. Based on the findings, if appropriate, pursue the establishment of primary care as an area of physical therapist specialty practice by December 31, 2018.
7	Assess current strategies established to advance physical therapy health services and outcomes research. <ul style="list-style-type: none">• By January 1, 2019, complete a preliminary assessment of results from the HSR Pipeline Grant and the Visiting Scholar Fellowship, with an evaluation of CoHSTAR to aid in the future planning of such activities.

TRANSFORM THE ASSOCIATION

APTA will be a relevant organization that is entrepreneurial, employing disciplined agility to achieve its priorities.

1	Develop and refine data sources to drive business intelligence in the areas of public affairs, professional affairs, finance, business affairs, and member affairs. <ul style="list-style-type: none">• By January 1, 2019, complete a review of all Board, House, and staff policies as well as organizational bylaws to (1) propose areas/processes that can be streamlined and (2) be prepared for potential House of Delegates motions and bylaw revisions for the 2020 House.• By January 1, 2021, expand the association's library catalog of documents to include all Board reports, House documents, APTA publications, and corporate records (eg, policy letters, reports, press releases).
2	Identify the sources and users of physical therapy information in an effort to make APTA the definitive source of such information. <ul style="list-style-type: none">• By January 1, 2019, populate APTA's Knowledge Management System with a digital collection of all official governance documents (dating back to 1921) in anticipation of a future connection to other digitized materials for centennial and building relocation purposes.• By January 1, 2019, increase by 3% the overall registrations of postprofessional education opportunities that offer CEUs (eg, Learning Center, Combined Sections Meeting, National Student Conclave, NEXT).
3	Achieve a greater market share of membership. <ul style="list-style-type: none">• By June 30, 2018, investigate and analyze membership data around member segments such as PTs, PTAs, and early-career members.• Investigate, identify, and propose new membership models so that an implementation plan can be presented to the 2020 House of Delegates in collaboration with proposed bylaw revisions.
4	Demonstrate leadership in establishing and adopting best practices in association management. <ul style="list-style-type: none">• By January 1, 2019, continue with the appropriate next steps regarding APTA's real estate, per the decisions and direction of the Board.• By January 1, 2019, increase staff's participation in APTA University by 20% each year.• By January 1, 2019, implement a new volunteer engagement system to connect members with national and component volunteer opportunities, share leadership development resources, and connect to APTA's member database.