



Canadian
Physiotherapy
Association

STRATEGIC PLAN

2018 - 2023



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Message from CPA's President

A new strategic plan provides the opportunity for all components of the Canadian Physiotherapy Association (CPA) to break new ground and work together to create the next building block for the future.

For the first time CPA has developed a vision, mission, priorities and strategies that are equally shared by all Components of our nation-wide association, capitalizing on our collective strengths and providing a foundation for our organization and profession for the challenges ahead.

To develop and deliver an innovative Strategic Plan that continues to position CPA firmly as a leader amongst health organizations is an exciting prospect. Over the next five years, we will continue to strive toward our vision of *positioning Physiotherapy as an essential partner for optimizing the health of Canadians*.

This Strategic Plan is the result of the most thorough consultation process in our history including:

- A physiotherapy landscape analysis developed by the Conference Board of Canada.
- Individual interviews with many physiotherapy thought-leaders.
- A member survey completed by over 1,000 members.
- A summary of the issues and challenges.
- A series of nine roundtables, four in person and five online, to consider how the issues and challenges can best be addressed by the whole CPA. Over 200 thought-leaders including physiotherapists, researchers, external stakeholders and members participated in the roundtables.
- A strategic planning workshop, attended by 50 National and Component leaders, to finalize development of the Strategic Plan.
- Official sign-off by the Boards and Councils of all CPA Components.

We believe the result is a Strategic Plan that reflects the best available thinking about how the CPA, its stakeholders and the broader community can work together to achieve sustainable enhancement of health care through high-quality Physiotherapy services.



I look forward to this journey together.

Sarah Marshall
President (2017-2019)

Message from the CEO

The strategies identified by our membership will provide direction and focus as we strive toward our shared physiotherapy vision and association mission.

It has been a pleasure to work with the collaborative group of professionals which represent the membership of the Canadian Physiotherapy Association. I am honoured to have joined you at this pivotal time and am genuinely impressed with the quality and passion expressed by the Components of the CPA.

With the support of the Board of Directors, the CPA Components and staff, we are eager to operationalize the strategies identified in the strategic plan. The true strength of the CPA lies in the thousands of volunteer hours that have been generously given by our members, and have built and grown this Association to where it is today. I believe we can continue to build on the value that has been created to evolve the organization and leverage our audiences in support of our mission to be the vital partner for *the profession as the CPA leads, advocates, and inspires excellence and innovation to promote health.*

We are actively taking steps to prepare for our renewed strategic plan by building a base to support our strategies. Some of our key activities include:

- Aligning our operational objectives with our strategic objectives to maximize effectiveness
- Identifying our resources and strengths to improve alignment both internally and across Components
- Developing the internal policies and procedures to enhance our efficiency
- Creating internal processes and business intelligence capabilities to monitor our progress
- Expanding our budget and management processes to effectively administer and grow our financial resources.



It is an exciting time for the CPA and I look forward to working with all of you.

Brad Brookman
Chief Executive Officer (2017-2019)

Our Shared Vision

Physiotherapy shared vision

Physiotherapy is Your **ESSENTIAL PARTNER** for Optimizing Health

Our mission

As the vital partner for the profession, the Canadian Physiotherapy Association **LEADS, ADVOCATES, AND INSPIRES** excellence and innovation to promote health

Audiences



Our members



Our patients/consumers



Our communities/the public



Our partners



Our funders

Our Strategic Priorities



Value

Together we will promote the value of Physiotherapy to the public and stakeholders to influence the health system

1. Position Physiotherapy in relation to **FUTURE HEALTH TRENDS** and population needs.
2. Build a business case demonstrating the **VALUE** of Physiotherapy.
3. Develop and expand a national **DEFINITION** of the breadth of Physiotherapy.
4. Deliver high impact **ADVOCACY** and lobbying on behalf of members and link with relevant **PARTNERS**, coalitions, lobbies, etc.



Access

Together we will help Canadians obtain greater access to Physiotherapy

1. Influence **FUNDING** models.
2. Promote and facilitate **ACCESS** to Physiotherapy services.
3. Emphasize **COLLABORATIVE**, multi-disciplinary practice. Identify **GAPS** in service by geography and population group. Include underserved populations.
4. Connect with **INDIGENOUS** organizations and Communities.
5. Identify opportunities for expanding **SCOPE** of services where Physiotherapists can add value.



Excellence

Together we will champion excellence, innovation and professionalism in Physiotherapy

1. Facilitate the adoption of enabling **TECHNOLOGIES**.
2. Facilitate continuing **PROFESSIONAL DEVELOPMENT**.
3. Build **PROFESSIONAL PRIDE**.
4. Collect and disseminate **LEADING PRACTICES**.
5. Support **OUTCOMES MEASUREMENT**.
6. Enhance **KNOWLEDGE TRANSLATION**.
7. Identify indicators of **QUALITY PHYSIOTHERAPY PRACTICE**.



Capacity

Together we will enhance our collective organizational value and capacity

1. Improve the quality of **RELATIONSHIPS** between and among the CPA Components.
2. Strengthen the CPA member **VALUE PROPOSITION**.
3. Move to a **COLLABORATIVE PARTNERSHIP MODEL**.
4. Increase the number of Canadian Physiotherapists who are **MEMBERS** of the association.
5. Bolster the **ROLE OF DIVISIONS**.