



PHYSIOTHERAPY  
ASSOCIATION OF  
BRITISH COLUMBIA

# STRATEGIC PLAN 2018–2023



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## KEY MESSAGES



### From the President

On behalf of the PABC Board of Directors, I am proud to unveil our updated strategic plan for 2018-2023. I use the word "updated" because our most recent strategic plan was actually rolled out only two years ago. Some of you will remember this as the "Impact Plan", which we unveiled at our 2016 AGM. Our new plan is not a wholesale departure from this original plan. Instead it incorporates the new CPA strategic plan into our previous "Impact Plan". All provincial branches have agreed to similarly unify their current or future strategic plans with CPA's new plan. This will allow for better alignment, efficiency and resource sharing across the country. I understand that most of you have probably not been involved with creating a strategic plan and may not understand its importance. The vision, mission, and strategic objectives set out in the plan will guide each and every decision that is undertaken by our CEO, Christine Bradstock, and her team at the PABC office. However, it is not only PABC, our staff, and our many volunteers that are accountable for this plan. This plan sets the vision for our entire profession in the province over the next five years. It is thus up to each and every member of the physiotherapy community to work towards achieving these goals and providing feedback so we can move our profession forwards.

Sincerely,

*Patrick Jadan*

Patrick Jadan



### From the CEO

The 2018-2023 PABC Strategic Plan builds on the solid foundations of the 2016-2018 Strategic Plan, the 2016-2018 Impact Plan, the 2018-2023 CPA Strategic Plan and input from members. It is with great pride that we share this final guiding document with everyone.

As we fine tuned the document, we wanted to be sure that it was forward thinking and nimble, but also specific enough to provide direction so that it could be operationalized. As CEO, my job will be to set the operational plan. I will be working with staff, contractors, Board, committees, other volunteer leaders and members as we work to accomplish these plans. The Strategic Priorities and Objectives really help to break down the plan and set it in motion.

We also anticipated changes coming to the BC health care system over the next several years and we wanted to be sure that physiotherapists are well positioned as we move forward. This strategic plan will help to put us there.

*Christine Bradstock*

Christine Bradstock

## OVERVIEW

The Physiotherapy Association of BC (PABC) is proud to present the association's Strategic Plan for 2018-2023. This planning period coincides with the new Canadian Physiotherapy Association's (CPA) plan and enables better alignment of PABC strategic priorities and initiatives with those of CPA, where appropriate for British Columbia.

Building on the work completed from the previous plan, the new 2018-2023 PABC Strategic Plan provides focus for identifying and achieving an increased scope of practice through stronger collaboration and partnerships, improved awareness of the impact and opportunities for physiotherapy, and increased accessibility in under-serviced areas of the province.

The Board reviewed and revised the Vision and Mission Statement to better clarify the purpose and long-term direction for the association. Value statements have been developed to provide direction for organizational behaviour and decision-making.

The Plan is framed by FOUR Strategic Priority Areas, with a Major Goal established for each as an end of plan outcome:

1. Professional Excellence
2. Advocacy and Partnerships
3. Public Awareness and Access
4. Organizational Excellence

An Operational Plan will be developed as a complimentary document to direct implementation and resource allocation.

## VISION

Physiotherapy in British Columbia is an essential partner for optimizing movement and health.

## MISSION STATEMENT

The Physiotherapy Association of British Columbia leads the physiotherapy profession by fostering excellence in practice, continuing education and advocacy. Together, we inspire healthy lifestyles.

## VALUES

- PABC will conduct ourselves with INTEGRITY and HONESTY through ethical decision making;
- PABC is MEMBER-CENTRED, demonstrating respect and fairness for all members;
- PABC is COLLABORATIVE, seeking partnerships to help achieve our goals and Vision;
- PABC is PROGRESSIVE and open to innovation to improve the profession;
- PABC's work is EVIDENCE-INFORMED to provide the best information available to members and the public.

# STRATEGIC PRIORITIES AND OBJECTIVES

## 1. Professional Excellence

PABC will endeavour to investigate, encourage, and advocate for best practices, improved standardization in delivery and practice innovation to advance practitioner knowledge and increase the scope of physiotherapy practice in British Columbia.

Major Goal through improving professional excellence:

**i. Physiotherapists in British Columbia are delivering an enhanced quality of practice.**

Component	Strategic Objectives
<p><b>1.1 PRACTICE EXCELLENCE</b></p>	<ul style="list-style-type: none"> <li>i. Identify roles and promote physiotherapist participation in primary care delivery models.</li> <li>ii. Work with members and Doctors of BC to develop effective standardized communication between physiotherapists and physicians.</li> <li>iii. Develop and launch a “best practice” campaign to support professional excellence and advancement of knowledge for all members.</li> <li>iv. Identify and communicate best practices to expand and enhance in-person and online continuing education and professional development opportunities that are evidence-based, support quality outcomes and reduce practice variation.</li> <li>v. Develop and implement an education standards framework for course endorsement by PABC.</li> <li>vi. Work with members and training institutes to ensure that current Clinical Practice Guidelines are being used.</li> </ul>
<p><b>1.2 INNOVATION</b></p>	<ul style="list-style-type: none"> <li>i. Investigate and utilize research, innovations and enhanced services appropriate for advancing professional excellence and enhancing the profession’s quality of practice.</li> <li>ii. Support the expansion of physiotherapy’s scope of practice and increase physiotherapy’s role in the primary healthcare system.</li> </ul>
<p><b>1.3 MEMBER SUPPORT AND SERVICES</b></p>	<ul style="list-style-type: none"> <li>i. Continue to build and offer best practice education opportunities for members, in collaboration with CPA, the Divisions and other partners.</li> <li>ii. Promote and improve resource accessibility through the PABC website.</li> <li>iii. Continue to provide networking opportunities at continuing education events to further relationships between members.</li> </ul>

# STRATEGIC PRIORITIES AND OBJECTIVES

## 2. Advocacy and Partnerships

PABC advocates for our members and the physiotherapy profession. PABC advocates to and with partners in the healthcare system and related industries, including government, Doctors of BC, the College of Physiotherapy of BC, WorkSafe BC, ICBC, insurance providers, training partners and the Canadian Physiotherapy Association.

Major Goal through strong advocacy and supportive partnerships:

### ii. PABC is involved in major decision-making regarding healthcare in British Columbia.

Component	Strategic Objectives
2.1 GOVERNMENT	<ul style="list-style-type: none"> <li>i. Position PABC as a trusted partner for government in improving delivery of primary healthcare.</li> <li>ii. Identify key healthcare priorities and trends, and as appropriate, develop initiatives to advance PABC’s contribution to solutions.</li> </ul>
2.2 HEALTHCARE SYSTEM PARTNERS	<ul style="list-style-type: none"> <li>i. Work to expand key stakeholders' understanding of the breadth and scope of physiotherapy through the “Physios Can Help” campaign.</li> <li>ii. Continue to build strong partnerships to support a more vital contribution by physiotherapists to improving primary healthcare in British Columbia.</li> <li>iii. Identify and focus key messages and strategies to targeted partner audiences.</li> <li>iv. Identify and access opportunities with Doctors of BC to be included as a stakeholder in policy development for health economics and health promotion.</li> <li>v. Advocate to other health non-government organizations to collaborate for shared impact and opportunities.</li> </ul>
2.3 BRITISH COLUMBIA CONSORTIUM	<ul style="list-style-type: none"> <li>i. Continue to clarify and strengthen the partnerships with CPTBC and UBC, and identify collaborative opportunities to advance the profession.</li> <li>ii. Foster and grow capacity for student and inter-professional placements.</li> </ul>
2.4 CANADIAN PHYSIOTHERAPY ASSOCIATION	<ul style="list-style-type: none"> <li>i. Continue to work with CPA, the other Branches and Divisions to align initiatives where appropriate and for the benefit of PABC members and physiotherapy in British Columbia.</li> <li>ii. Assist in building a network of physiotherapists for involvement in Primary Care Home projects.</li> </ul>
2.5 RELATED INDUSTRIES	<ul style="list-style-type: none"> <li>i. Collaborate with WorkSafe BC, ICBC and insurance providers for the benefit of the profession and patients.</li> <li>ii. Identify and strengthen partnerships with unions representing physiotherapists in BC, specifically relating to recruitment and retention and continuing education.</li> </ul>

# STRATEGIC PRIORITIES AND OBJECTIVES

## 3. Public Awareness and Accessibility

PABC promotes the benefits and services of physiotherapy to other healthcare providers, the public and the media, and works with various programs and communities to increase access to physiotherapy services across the province.

Major Goal through heightening awareness of the benefits of physiotherapy:

**iii. PABC will use a variety of strategies (including strategies for recruitment and retention) and work to improve access to services, resulting in a decrease in physiotherapy job vacancies in under-served areas of the province.**

Component	Strategic Objectives
<p><b>3.1 IMPROVING AWARENESS</b></p>	<ul style="list-style-type: none"> <li>i. Develop and communicate key messages about the proven value of and need for physiotherapy.</li> <li>ii. Develop and activate strategic media initiatives for the “Physio Can Help” campaign.</li> <li>iii. Expand promotion of the “Find a Physio” tool as a pathway to connect target audiences with members.</li> </ul>
<p><b>3.2 IMPROVING ACCESSIBILITY</b></p>	<ul style="list-style-type: none"> <li>i. Identify and conduct an analysis of under-served regions and communities in the province, and develop strategies to encourage physiotherapist recruitment and retention in those areas.</li> <li>ii. Explore and if appropriate, partner with community incentive initiatives to help address access in rural and remote areas.</li> <li>iii. Identify and develop strategies to address key barriers to access both regionally and within targeted populations.</li> <li>iv. Work with government and the consortium to increase the number of training seats in the province.</li> <li>v. Work with government, health authorities, the consortium and other partners to fill physiotherapist vacancies.</li> </ul>

# STRATEGIC PRIORITIES AND OBJECTIVES

## 4. Organizational Excellence

PABC is an association with strong and insightful leadership, is well-managed and ensures sufficient organizational capacity to fulfill its mission and achieve its vision.

Major Goal through diversification of revenue and improved organizational capacity:

**iv. Membership fees represent a maximum of 70% of annual association revenue.**

Component	Strategic Objectives
4.1 REVENUE GENERATION	<ul style="list-style-type: none"> <li>i. Improve diversification of revenue through increased non-member participation in professional development opportunities.</li> <li>ii. Increase revenue-producing partnership and sponsorships.</li> <li>iii. Increase advertising, website and newsletter revenue.</li> <li>iv. Maintain current membership revenue streams.</li> </ul>
4.2 GOVERNANCE	<ul style="list-style-type: none"> <li>i. Review and revise the scope of responsibilities for all committees to work more effectively.</li> <li>ii. Build the capacity and increase the impact of the Rural and Remote Committee to recruit and retain physiotherapists in identified communities.</li> </ul>
4.3 HUMAN RESOURCES	<ul style="list-style-type: none"> <li>i. Review staff job descriptions and implement a clear performance review process to ensure all necessary skills and experience are available to support operational requirements.</li> <li>ii. Build and maintain a progressive and stable staff and office environment to best support the priorities of the strategic plan.</li> </ul>
4.4 FINANCIAL MANAGEMENT	<ul style="list-style-type: none"> <li>i. Examine and revise as necessary current and planned business activities, programs and services to ensure optimal expense management.</li> <li>ii. Develop and maintain financial frugality without compromising on the quality of programs and services available for members.</li> </ul>
4.5 MARKETING AND BRAND MANAGEMENT	<ul style="list-style-type: none"> <li>i. Build and communicate key messaging and metrics for use in advocacy and partnership campaigns.</li> <li>ii. Continue to increase and service active partnerships and sponsorships that are mutually beneficial and help to support PABC's priorities and Mission.</li> <li>iii. Qualify and communicate the value of the PABC brand to advocacy partners, sponsors and members.</li> </ul>
4.6 COMMUNICATIONS	<ul style="list-style-type: none"> <li>i. Continue to improve the quality of social media messaging and use to increase its reach and impact.</li> <li>ii. Develop a tracking system to ensure member feedback is addressed and members are satisfied.</li> </ul>

## ACKNOWLEDGEMENTS

The Physiotherapy Association of BC Board of Directors developed the PABC Strategic Plan through their collective knowledge and awareness of the needs of the association and the profession. The plan has been informed by Director conversations with, and information from the membership, as well as learnings from the Canadian Physiotherapy Association planning process.

## PABC BOARD OF DIRECTORS

Patrick Jadan – President

Alex Scott – Greater Vancouver/Sunshine Coast Director,

Chiara Singh – Greater Vancouver/Sunshine Coast Director, Public Practice Liaison

Jennifer Bay – Fraser Valley Director

Joanna Sleik – Kootenay Director

Brad Jawl – Vancouver Island Director

Nikolina Nikolic – Northern BC Director

Kevin Bos – Okanagan Director

Janet Lundie – South Fraser Director

Cassandra Legault – Student Director, MPT1

Laura Kean – Student Director, MPT2

Dr. Tommy Gerschman – MD External Director

Christine Bradstock – CEO

### *Project Consultant*



Marilyn Payne Consulting



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