



# OPTA 2010-2015 Strategic Plan

## OPTA Mission Statement:

The mission of the Oregon Physical Therapy Association (OPTA), a chapter of the American Physical Therapy Association (APTA), is to support, promote, and advocate for the profession of physical therapy. We strive to further the profession's role in the prevention, diagnosis, and treatment of conditions that affect movement and function.

## OPTA Vision Statement:

By 2015, the OPTA will support a community of PTs and PTAs who are recognized for their expertise in improving physical health, movement and function. The OPTA and its members will advance the profession through advocacy, education, collaboration with other health care practitioners, and the promotion of evidence based practice. Patients and clients will have full access to physical therapy, and the valuable service that PTs and PTAs provide; and therapists will be fairly reimbursed by all payors.

# Overarching Goal/ Strategic Outcomes, Objectives, Key Measures & Strategies:

## 1. Membership – Overarching Goal/Strategic Outcome

**By 2015, OPTA will represent the majority (51%) of licensed physical therapists and physical therapist assistants practicing and residing within Oregon.**

**Objective 1.** Increase commitment to critical target areas (students, 0-5 yrs, PTAs).

### **Key Measures:**

1. By 2015, 75% of the graduating class from all Oregon PT programs will graduate as members.
  - A. 80% of graduating members will maintain membership at least 3 years.
2. By 2015, 25% of graduates from all Oregon PTA programs will graduate as members.
  - A. 80% of graduating members will maintain membership at least 3 years
3. Increase PTA membership 5% per year over the next five years.

### **Strategies:**

1. Faculty Liaison/Program Champion at Lane, Concordia, Pacific, Mt. Hood, George Fox schools.

- A. Invite school faculty to attend board meetings.

- B. Offer Doc Talks, board meeting at Oregon schools.

**Who:** Membership committee in conjunction with continuing education committee and nominating committee.

**When:** Liaisons to be chosen, trained and in place by beginning of the school year 2012.

2. PTA student dues assistance program (already implemented, need to develop strategy to replenish funds).

**Who:** Membership committee on a yearly basis will promote program and determine awardees (April to May).

**When:** Already established with MHCC, establish with Lane for spring of 2010, other PTA programs within first year of initial class.

3. Develop a state level Student Conclave type program to be held in conjunction with the OPTA Annual Conference.

**Who:** Membership committee in conjunction with Mike (will get his last name PTA student who proposed the idea).

**When:** In place for the 2012 Annual Conference.

4. Develop a mentorship program for all new graduates to mentor them through their first 3 years of membership/being a professional.

**Who:** Membership committee, nominating committee, trained mentors.

**When:** Initial pool of mentors selected by Fall of 2010, trained by spring of 2011, and paired with graduates of spring 2011.

5. Each board member will initiate monthly personal contact with one Oregon therapist unfamiliar to them.

**Who:** All board members, with reporting to membership committee chair to keep track of contacted individuals.

**When:** Implement by June of 2010.

**Objective 2.** Annual commitment to create a formal recruitment drive with the focus on critical target areas (5-10 years in practice, and 10+ years, lapsed members).

**Key Measures:**

1. Attract 5 new members per year, per target area years 2011-2012; 10 new members per year, per target area years 2013-2015 through the program.

**Who:** Recruiters, membership committee, board members

2. Train 20 members per year on one-on-one recruitment strategies.

**Who:** Membership committee, nominating committee, board of directors.

**Strategies:**

1. Each board member will initiate monthly personal contact with one Oregon therapist unfamiliar to them.

**Who:** All board members with reporting to Membership Chair to keep track of contacted individuals.

**When:** Implemented by June of 2010

2. Hold coffee shop talks to teach prospective recruiters recruitment strategies with 2 events per year starting Fall of 2010.

3. Work with therapist at larger hospital, SNF facilities, etc. to hold a membership drive within their departments.

4. Establish a mentor gathering and appreciation event at one conference per year.

5. Work closely with nominating committee's list of leaders to accomplish joint goals.

6. Consider complimentary attendance at annual conference with new membership.

A. Offer select continuing education courses with widespread professional development benefits as a complimentary member benefit, i.e. APTA CI Credentialing, Mentor training

## **2. Advocacy - Overarching Goal /Strategic Outcome:**

**The OPTA will advocate for Physical Therapists in Oregon to become the sole providers of Physical Therapy to healthcare consumers.**

**Objective 1.** Unfettered direct access with fair reimbursement.

**Key Measures:**

1. Statute eliminates 60 day limit on Direct Access.

**Strategies:**

1. Bill in 2013 legislative session.

**Objective 2.** Protection of the term and scope of Physical Therapy.

**Key Measures:**

1. Statute to allow only licensed PT's to advertise or indicate that they provide physical therapy.

**Strategies:**

1. Bill in 2011 legislative session.
2. Monitor status of the chiropractic ballot initiative.

**Objective 3.** No referral for profit allowed by statute (POPTS).

**Key Measures:**

1. Physicians in Oregon would not be allowed to own Physical Therapy practices.

**Strategies:**

1. Begin talks with legislators and stakeholders in preparation for a bill in 2015.

**Objective 4.** Develop a task force to look into a state Physical Therapy school.

**Key Measures:**

1. Task force appointed to determine feasibility of a new Physical Therapy school to help alleviate work force shortages and high cost of PT education.

**Strategies:**

1. Report to OPTA in one year.

**Objective 5.** Physical Therapy recognized as a key stakeholder in state and federal healthcare reform.

**Key Measures:**

1. PT listed as standard provider in any healthcare reform.

**Strategies:**

1. Monitor state committees and federal legislation; testify as needed; lobby key lawmakers as appropriate.

### **3. Communications/Public Relations - Overarching Goal /Strategic Outcome:**

**By 2015, the OPTA will be the premier communication link for educating consumers about the value of physical therapy services. It will also be the primary link in keeping Oregon physical therapists updated and informed of current activities and issues regarding physical therapy.**

**Objective 1.** Double the number of visits the OPTA website receives annually.

**Key Measures:**

1. Have a tracking method on the website that will count the number of consumer and member/potential members visits annually.

**Strategies:**

1. Make the website more appealing, newsletter more prominent, and photos of members at events.
2. Every correspondence has a large font [www.opta.org](http://www.opta.org).

**When:** By the end of 2012.

**Who:** Newsletter/website committee, public relations committee.

**Objective 2.** Highlight members who have been recognized in the community.

**Key Measures:**

1. A tracking method on the website for members, potential members and consumers to see.

**Strategies:**

1. Ask members how they or a colleague have been recognized for promoting the profession.
2. Annually update the OPTA media contact list for members.
3. Add/develop a section on the website where members can share their public relations efforts.

**When:** Complete by end of 2011.

**Who:** Newsletter/website committee, public relations committee.

**Objective 3.** The OPTA will sponsor, organize, and participate in one event per year that is interactive with the public to educate and promote physical therapy.

**Key Measures:**

1. Track promotional items or educational items handed out at each event.

**Strategies:**

1. The public relations committees will consider developing a Community Event Kit for members.
2. OPTA will sponsor a 5k run/walk event or similar activity.

**When:** Complete by end of 2011.

**Who:** Public relations committee.

**Objective 4.** In keeping with APTA's Brand Initiative, every OPTA member will understand and live the Brand.

**Key Measures:**

1. Develop a link on the website for members to communicate about their brand campaign efforts and their success with the brand.

**Strategies:**

1. Educate all members about APTA's Brand Initiative.
2. Keep members updated on the Brand Campaign.
3. Solicit information from members on their brand efforts.
4. Work with the membership committee to inform new members about the brand campaign.

**When:** Completed by end of 2014.

**Who:** Newsletter/website committee, public relations committee, membership committee.

#### **4. Operations/Governance - Overarching Goal /Strategic Outcome:**

**By 2015 the OPTA will be financially viable with a balanced budget and will maintain an ongoing, active and visionary group of leaders.**

**Objective 1.** Throughout their term, all members of the Board of Directors will develop a plan for mentoring their successors.

**Key Measures:**

1. All current board members will contact the nominating committee chair to identify potential candidates for their office and will arrange a mentoring meeting/conversation with the candidate(s).

**Strategies:**

1. The vice president will integrate the importance of mentorship and succession into the new board member orientation; nominating committee will share the database of potential candidates with the board.

**Who:** All board members, vice president and nominating committee chair.

**Objective 2.** OPTA governance structure will reflect the generational diversity of our membership through innovative structure that maximizes member efficiency and talent.

**Key Measures:**

1. A task force will be established to review governance restructuring for the board by the next board retreat.

**Strategies:**

1. Recruit a task force of at least 2 current board members, at least 2 former board members and at least 1 potential candidate from the nominating committee database to form a task force to review current OPTA governance structure and propose alternative structures.

**Who:** Chris Murphy, executive committee or board to approve.

**Objective 3.** The number of "active members" of OPTA will increase by 25%.

**Key Measures:**

1. Number of active members increases by 10% in 2010.

**Strategies:**

1. Nominating committee and committee chairs work to identify members who may be interested in increasing involvement.

**Who:** Nominating committee and committee chairs

**Objective 4.** The number of "active members" of OPTA who reside outside of the Portland metro area will increase by 50%.

**Key Measures:**

1. Number of active members outside the Portland area increases by 20% in 2010.

**Strategies:**

1. Nominating committee and committee chairs work to identify members outside the Portland area who may be interested in increasing involvement.

**Who:** Nominating committee and committee chairs

**Objective 5.** OPTA will increase the percentage of revenue not derived by investments or dues to 55% of budgeted income.

**Key Measures:**

1. Task force on non-dues revenue reports to board by next strategic planning session with proposal to raise revenue not derived by investments or dues to 50% of budgeted income for next budget cycle.

**Strategies:**

1. Task force to include the continuing education chair, treasurer, president and others as appropriate reviews a strategy for producing revenue by options which may include marketing non-OPTA continuing education seminars, cross-promotion of APTA sponsored courses, video or distance learning options, or certifying continuing education opportunities.

**Responsible Parties:** Treasurer, continuing education chair, president.

## **5. Professional Development - Overarching Goal/Strategic Outcome:**

**By 2015, the OPTA will have resources in place to increase awareness of and facilitate the use of best practice guidelines, post-graduate and continuing education programs, and mentorship opportunities, in order to promote ongoing professional development of all PTs and PTAs.**

**Objective 1.** Links on OPTA website to best practice resources and post-graduate certification programs (residencies, mentorships, fellowships, etc.).

### **Key Measures:**

1. By 2011, the OPTA website will have a link on the home page for members to access a well-organized page with links such as APTA, JOSPT, Cochrane, and other best practice guidelines, as well as to post-graduate educational opportunities such as residencies and fellowships.

### **Strategies:**

1. The OPTA will dedicate time and resources to produce and maintain this site.

**Objective 2.** Promote awareness of post-graduate education programs via courses at annual meetings, regional speakers, etc., beginning in 2010 and continuing annually.

### **Key Measures:**

1. Hold a symposium of master clinicians in 3 different manual therapy disciplines for which fellowships exist at the 2010 OPTA Spring Conference.

### **Strategies:**

1. Organize and promote conference.

### **Key Measures:**

2. Carry momentum from above conference forward by inviting speakers from or graduates of residency/fellowship programs to present at future OPTA conferences or “doc talks.”

### **Strategies:**

2. Begin contacting potential speakers by September of 2010.

**Objective 3.** Develop a tutorial on utilizing evidence based resources and a continuing education course/test to teach and certify use of evidence based practice.

**Key Measures:**

1. Host tutorial on OPTA website.

**Strategies:**

1. Ask Erin Jobst and/or Ken Bush from Pacific University if they have appropriate material that they would be willing to give for this web page.

**Key Measures:**

2. Give class on evidence based practice at OPTA Spring Conference.

**Strategies:**

2. Invite Erin Jobst and Ken Bush from Pacific University to give course.  
Promote the course.

**Objective 5.** Continuing education: work with the licensing board to develop more standardized guidelines/requirements for qualifying continuing education courses based on their inclusion of evidence based guidelines, use of outcome measures, and ethical, fiscally responsible treatment choices, and assure that the content is applicable to the practice of physical therapy.

**Key Measures:**

1. Only courses that meet guidelines for evidence based practice, which may include demonstration that curriculum is supported by high quality research, utilization of validated outcome measures, and that are ethically and fiscally responsible, will be approved to fulfill continuing education credit requirements in the state of Oregon.

**Strategies:**

1. Initiate talks with OPTLB to develop guidelines.