



AUSTRALIAN
PHYSIOTHERAPY
ASSOCIATION

OUR STRATEGIC PLAN



PHYSIO FIRST

PURPOSE

The success and wellbeing of our members and the physiotherapy profession drives everything we do. We strive to be their indispensable source of advocacy, leadership, connection and support.

VISION

Physiotherapy is an essential pillar of our health system and consumers' first choice for health and wellbeing.

OUR STRATEGY



LIFELONG LEARNING

- Develop world-class career pathways that are attractive and accessible to physios in Australia and overseas
- Develop and promote the Australian College of Physiotherapists as the pinnacle of a physio's learning journey
- Recognise and promote key milestones on a member's learning journey
- Offer varied, engaging, high quality learning programs through a variety of modes, from early career to Fellowship
- Grow demand for our professional development programs here and abroad

KEY DELIVERABLES

- Growth in the number of physios who become members of the Australian College of Physiotherapists, and those in training for Fellowship
- Explore new streams in the Career pathway and completion of Milestone 3 & 4 pathways currently in development
- All convertible face-to-face courses are consumable virtually through Cpd4physios
- Growth in the number of international physios purchasing a program from Cpd4physios



PROFESSIONAL EXCELLENCE

- Deliver guidance and leadership on matters of professional importance
- Provide support to member groups and networks to advance their area of practice and reduce practice risk; foster connection of professional communities
- Create valuable, varied, comprehensive resources to support members' practice
- Recognise and reward excellence amongst our members
- Deliver a high-quality, attractive and affordable member insurance program
- Support physiotherapy research and enable its translation into practice

KEY DELIVERABLES

- New reward and recognition programs
- Improved engagement with large practice/institution members
- Quality advocacy for specific clinical streams (aged care, NDIS, DVA and as required)
- New resources that add practical value to physios' practice, their organisations and businesses
- High rates of adoption of APA member insurance and positive member feedback
- Growth of Physiotherapy Research Foundation and resources that help implement research into practice



COMMUNITY ENGAGEMENT

- Motivate consumers to choose physio first
- Facilitate consumers' choice in physios' area and level of expertise
- Educate consumers about the breadth and value of physiotherapy
- Lead the profession and health sector in Reconciliation and Closing the Gap
- Demonstrate leadership on social issues of importance to the profession
- Be an active contributor to the international physiotherapy community
- Disseminate insight about the value and efficacy of physiotherapy to our stakeholders

KEY DELIVERABLES

- New subject-specific consumer marketing that improves our consumer reach
- Strengthened engagement with consumer health groups
- Improved Find-a-Physio to enable search by area, expertise and field of practice
- Targeted advocacy and communications specific to level of membership (general, member of College, specialist)
- Elevated Innovate RAP and delivery of our first Stretch RAP
- Communication of insights about the value of physiotherapy through data- and literature-led reports and campaigns



HEALTH SECTOR LEADERSHIP

- Be the leader in the healthcare landscape
- Contribute to the highest levels of policy-making for the benefit of physiotherapy
- Uphold and advance the physiotherapy scope of practice
- Secure new and sustainable models of funding for the physiotherapy profession
- Improve equity of access to high quality physiotherapy for all Australians
- Secure workforce sustainability over the long-term

KEY DELIVERABLES

- Quality engagement with key decision-makers, including Ministers, peak body leaders and media
- Favourable government policies and programs secured through high quality advocacy
- High quality submissions that lead to involvement in senate hearings and commissions
- Successful pilot of 'Funded first contact physiotherapy' model
- Engagement with PHNs to expand physio funding and upskilling of physios to respond to PHN commissioning



ENABLER: PEOPLE

- Recruit and retain great people
- Recognise and reward excellence in performance
- Build a culture of excellence, accountability, courage, collaboration and respect
- Invest in the development and education of our people
- Be an employer of choice

KEY DELIVERABLES

- Reduced regrettable staff turnover
- Attraction of high-quality candidates to APA positions
- Delivery of the Emerging Leaders program
- Succession plans for all critical roles
- Improved engagement with staff, focusing on making our values 'live'



ENABLER: SYSTEMS

Adopt and maintain systems, structures and processes that:

- Facilitate the achievement of our strategic plan and business outcomes
- Improve the member experience
- Create efficiency and ease of operations
- Are useful, secure and reliable
- Provide insights about what matters to us
- Optimise the digital security of the APA

KEY DELIVERABLES

- Seamless, user-friendly member experience when interacting with the APA for PD purchasing, membership renewal and accessing resources
- Improved understanding of members' preferences and behaviours through improved capture and use of data
- Communications that address members' needs with minimal communication redundancy
- Optimal data and system security with no material breaches



ENABLER: OPERATIONS

- Maximise our market share of physiotherapists as members and be a leader in professional representation amongst allied health associations
- Protection and promotion of the APA brand to physiotherapists and the custodianship of 'brand physio' to the wider community
- Mobilising our risk management framework to operationalise our moderate to strong appetite for strategic risk
- Ensuring the long-term sustainability of the organisation and maximisation of value for members through excellent financial stewardship

KEY DELIVERABLES

- Meeting annual growth, retention and market penetration targets
- Positive perceptions of brand APA and brand physio amongst our stakeholders
- A well-utilised risk management framework that enables robust decision-making aligned with our risk appetite
- Financial results aligned with our budget expectations
- Substantial growth and diversification of our sources of non-member revenue





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