



AUSTRALIAN  
PHYSIOTHERAPY  
ASSOCIATION

# Strategic Plan 2012-14

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## Introduction

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The Australian Physiotherapy Association (APA) is the peak body for physiotherapy in Australia, representing physiotherapists, physiotherapy assistants and physiotherapy students. The APA is a founding member of the World Confederation for Physical Therapy (WCPT) and plays a leading role amongst physiotherapy associations in the Asia Western Pacific region.

We are a member service organisation, playing a mix of key roles in professional development, advocacy, collegial networking, as well as the provision of quality member services.

The APA supports members' career advancement and recognises career milestones.

As the peak body, we advocate and set a high standard for professional competence and behaviour, continuing education and best practice care for clients.

Through the 2012–14 Strategic Plan, we seek to position ourselves as a member-centric organisation with a distinctive brand, valued by physiotherapists and the community.

## Physiotherapy in Australia

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With scientific foundations, physiotherapists are experts in exercise and movement. Physiotherapy is a cost-effective way to maximise function, optimise recovery, promote wellness and primary, secondary and tertiary prevention of disease and disability across the lifespan.

Ageing of the Australian population, along with an increase in the incidence of chronic and non-communicable conditions, will continue to increase the demand for physiotherapists.

In the future, physiotherapists will provide ever increasing levels of preventive healthcare services, whilst continuing to provide primary health care for individuals' physical well being.

A range of factors will promote the growth of the profession, including consumer demand, ageing of the population, a shift in the community's disease burden to chronic and non-communicable conditions, as well as technological developments. As a result, there will be greater utilisation of—and recognition for—the benefits of physiotherapy.

## Our Member Needs

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The members of the APA have identified the following needs:

**Value**—the organisation needs to demonstrate that it is of value to all members.

**Knowledge**—the organisation needs to provide members with access to knowledge that enhances their capacity to achieve professional excellence and future career prospects.

**Voice**—the organisation needs to increase the public profile of the profession and influence key decision makers and health policy in Australia and internationally.

As a contemporary member organisation, the APA will engage with a range of stakeholders including its members, government, consumers, regulators, academia, employers, professional and community organisations, locally, nationally and internationally.

The APA will continue to develop a flexible and agile culture, with effective structures, systems and processes. We will embrace and invest in technology, and recruit and retain people whose values align with our organisation.

## Vision, Belief and Mission

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### **Our vision**

To be a focus of excellence for the global physiotherapy community.

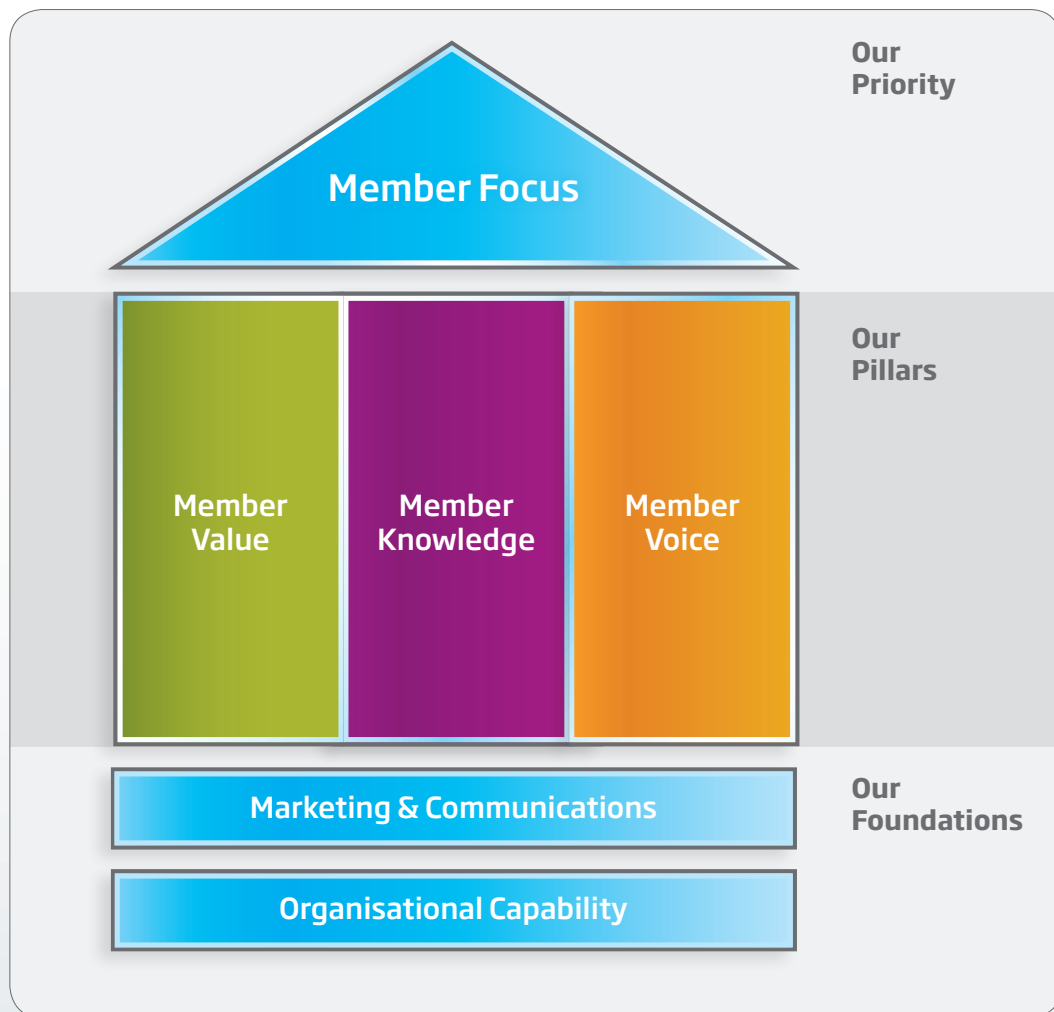
### **Our belief**

All Australians should have access to quality physiotherapy, when and where required, to optimise health and wellbeing.

### **Our mission**

To evolve into a more member-centric organisation that gives value to members and to support our belief.

# The Plan



Three strategic objectives identify the key roles of the organisation:

1. **Member value**—deliver services in line with the needs of the membership.
2. **Member knowledge**—become the organisation of choice for quality learning and professional development services.
3. **Member voice**—ensure the APA is influential with key health and policy decision makers in Australia and around the world.

## Key strategic objectives

### 1. Member value

The APA will deliver services in line with the needs of the membership.

#### Aims

- 1.1 Review and reorient the organisation to provide a suite of flexible and relevant member services with an attractive pricing structure to meet the needs of a diverse membership.
- 1.2 Develop a customer service ethos where members receive accurate, timely, and relevant services and information.
- 1.3 Foster a culture of innovation and entrepreneurship to develop new services and review the portfolio of services provided annually to ensure only relevant services are retained.
- 1.4 Explore and implement the optimal use of technology to meet changing members' needs and expectations, as well as increase the efficiency of the organisation.
- 1.5 Develop effective member-focused communication mechanisms to ensure the APA membership is well-informed.
- 1.6 Enable members to access relevant research.
- 1.7 Establish systems to ensure the organisation seeks and analyses regular feedback on APA services from new, ongoing and exiting members, and responds to that input.
- 1.8 Develop transparent and optimal processes for consultation with engaged members on key health policy and organisational decisions.
- 1.9 Ensure adequate resources are allocated to member value projects and initiatives.
- 1.10 Continue to improve capacity to operate in a socially, environmentally and culturally sensitive manner.



## Key strategic objectives

### 2. Member knowledge

Become the organisation of choice for quality learning and professional development services.

#### Aims

- 2.1 Develop an efficient and effective member Lifelong Learning Pathway plan to ensure excellence for APA members in their chosen career pathways.
- 2.2 Implement the plan (from student to specialist) to meet the diversity of APA members' needs.
- 2.3 Create opportunities and deliver learning activities that are globally accessible for members.
- 2.4 Deliver innovative, consistent and high quality learning activities.
- 2.5 Create partnerships to enhance the scope of quality learning activities.
- 2.6 Provide access to knowledge that supports excellence in physiotherapy practice.
- 2.7 Create mechanisms for members to facilitate knowledge sharing and knowledge transfer.



## Key strategic objectives

### 3. Member voice

Ensure the APA is influential with key health and policy decision makers in Australia and internationally.

#### Aims

- 3.1 Focus advocacy efforts on Australian health and community priorities.
- 3.2 Strengthen advocacy activities for public and community sector physiotherapists.
- 3.3 Advocate for government funding mechanisms to ensure physiotherapists can provide quality services to all Australians.
- 3.4 Work in partnership with other key organisations in Australia and internationally on common strategic issues.
- 3.5 Strengthen relationships with State and Federal governments plus health and community sector stakeholders to build awareness of physiotherapy, and APA policy positions.
- 3.6 Support engaged members to be effective advocates for the APA and physiotherapy.
- 3.7 Assist members to gain more influence in the health system.
- 3.8 Communicate regularly to members about advocacy activity and success.
- 3.9 Increase the awareness of the benefits of physiotherapy among the general public in an ongoing manner.
- 3.10 Strengthen advocacy activities in entry level and postgraduate education.
- 3.11 Support the work of the World Confederation for Physical Therapy (WCPT) to promote the profession internationally.





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