



AUSTRALIAN
PHYSIOTHERAPY
ASSOCIATION



Strategy

Towards 2030



Acknowledgment

The APA respectfully acknowledges the Traditional Owners and Custodians of the country on which we work.



Introduction

The Australian Physiotherapy Association (APA) is proud to present our Strategy: Towards 2030. A future-focused plan that strengthens our commitment to empowering physiotherapists to thrive and strengthens their role and position within Australia's healthcare system.

This strategy is centred around four key pillars: to Advocate, Educate, Connect and Deliver for our members and the communities they serve. It reflects our shared ambition to ensure every physiotherapist achieves a fulfilling lifelong career, and that physiotherapy is recognised as essential to Australia's health and wellbeing.

Informed by extensive consultation with our members and stakeholders, our strategy responds to the challenging and evolving healthcare landscape. Achieving our vision will require strong, purposeful partnerships—with our members, industry leaders, health providers, universities, regulators, policymakers and communities.

These collaborations will be essential to unlocking innovation, expanding access and ensuring physiotherapy is embedded in the future of healthcare. By working together, we can amplify our impact, share knowledge and co-create solutions that reflect the needs of Australia's diverse population.

Our strategy identifies clear priorities and initiatives that will guide our efforts, strengthen our influence and future-proof the profession. The path to 2030 is ambitious, but it is also clear. We will build on our strengths, learn from our challenges, and lead with integrity and purpose.

By working together—with our members, partners and communities—we will shape a future where physiotherapy is not only visible and valued, but indispensable to Australia's health and wellbeing.

This is our strategy. This is our shared vision. Let's bring it to life.



Mark Round
Board Chair



Rob Lo Presti
Chief Executive Officer

Our identity

WHO WE ARE

We are the peak body for Australia's 47,000 physiotherapists.

WHAT WE DO

We advocate, educate and connect —empowering physiotherapists to thrive.



WHY DOES IT MATTER?

So members have fulfilling careers, a strong collective voice and a united professional community.

So physiotherapy is recognised as essential to Australia's healthcare system, making people's lives better.

OUR FUTURE

Everyone can access a physiotherapist when and where they need one.

Every physiotherapist thrives in their career and is a member of the APA.

Physiotherapy landscape

Physiotherapy is key to putting high-value care to action in Australia

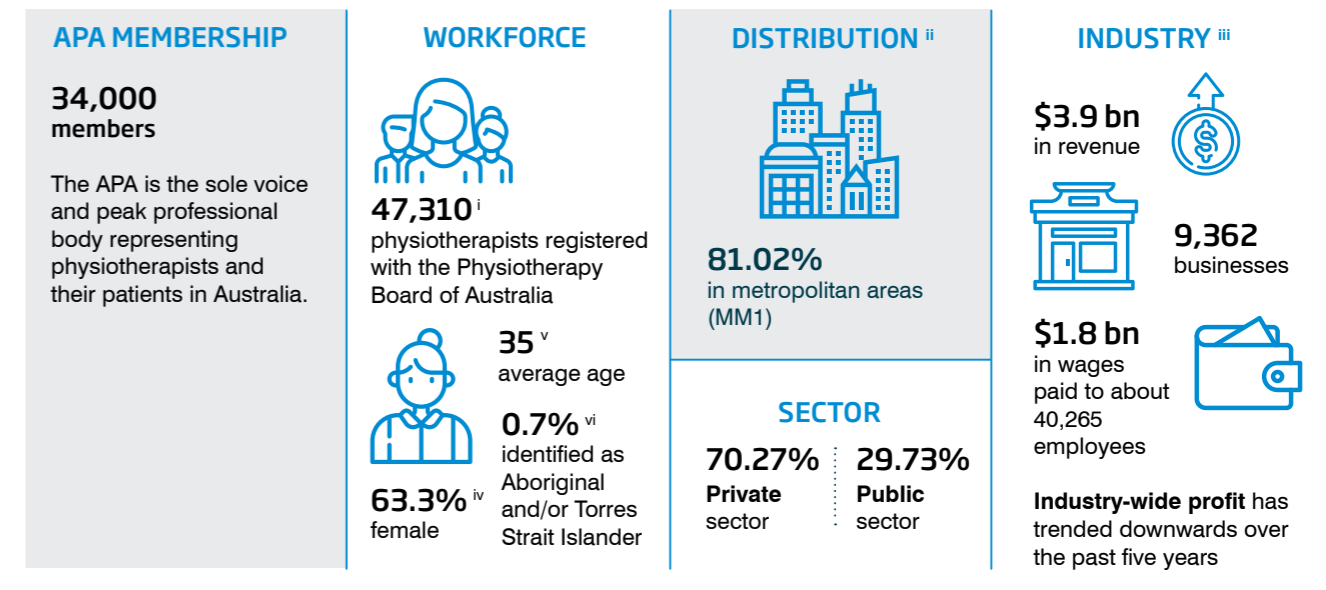
Physiotherapists bring value-based and evidence-based expertise to patients and the health system.

In Australia, physiotherapists rank as the fourth-largest group of registered healthcare professionals, working across hospitals, private practices, community health centres and universities. They are an important part of healthcare across the lifespan, with General Practitioners (GPs) referring more patients to physiotherapists than to any other single group.

As primary contact practitioners, physiotherapists have the expertise to play a key role in the prevention and management of a range of acute and chronic conditions.

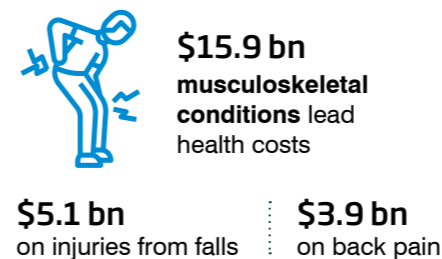
Physiotherapists hold immense potential in the healthcare system, yet they remain underutilised. By integrating them more effectively, we can alleviate GP workloads, reduce hospital admissions and divert non-life-threatening cases from emergency rooms. This not only saves money but also enhances patient outcomes and quality of life.

PHYSIOTHERAPY IN 2025



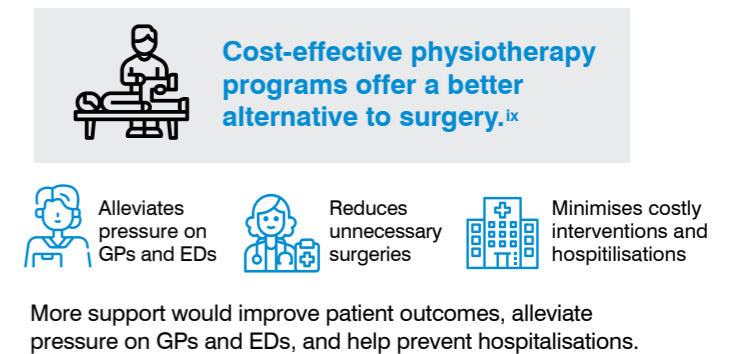
DEMAND DETERMINANTS ^{vii}

Physiotherapy demand is rising, driven by an ageing population and increasing chronic disease burden. The top 3 burdens are:



HEALTHCARE IMPACT ^{viii}

Bringing both health and economic benefits.



Sources:

ⁱ Physiotherapy Board of Australia Registrant data 31 March 2025
ⁱⁱ Department of Health and Aged Care Health Workforce Data database
ⁱⁱⁱ IBISWorld Industry Report: Physiotherapy Services in Australia Oct 2024
^{iv} Physiotherapy Board of Australia Registrant data 31 Dec 2024
^v ANZSCO 2025 Occupation and Industry Profile [Physiotherapists | Jobs and Skills Australia](#) ¹⁸

^{vi} Physiotherapy Board of Australia Registrant data 31 Dec 2024
^{vii} References from election statement
^{viii} References from election statement
^{ix} Docking, S., Ademi, Z., Barton, C., et al. (2024). Lifetime cost-effectiveness of structured education and exercise therapy for knee osteoarthritis in Australia. *JAMA Network Open*, 7(10).



Our strategic environment



Strategy on a Page

Our value to our profession

So physiotherapy is recognised as essential to Australia's healthcare system, **making people's lives better.**

| We build CAPABILITY | We build CAREERS | We build CREDIBILITY |
|---|--|--|
| Offering professional expertise that's responsive, evidence-based and recognised across the healthcare system. | Enabling clear, fulfilling, and future-focused journeys for all physiotherapists—from graduation to retirement. | Strengthening the profession's voice, value and visibility—so physiotherapists are seen as indispensable to Australia's healthcare future. |
| We shape workforce and funding strategy to unlock physiotherapy's full professional scope. | We open new career possibilities with physiotherapy seen as essential to healthcare reform. | We elevate physiotherapy's profile through targeted advocacy, campaigns and thought leadership. |
| We design and deliver flexible, evidence-informed and digitally enabled education that empowers physiotherapists to meet real-world challenges and provide high-quality care across diverse settings. | We create a career long learning journey from graduation to retirement, that supports physiotherapists to grow and evolve at every stage of their career | We work with leading education and health partners to deliver education that sets a benchmark for excellence and helps strengthen the profession |
| We tailor the member experience with data, insights and offerings that grow with physiotherapists. | We make APA indispensable through every career stage—from student to leader. | We build a magnetic professional home where contribution is valued and community pride is visible. |
| We use data, governance and technology to deliver high-quality, scalable, member-focused services. | We ensure our systems and culture support member growth and career progression. | We build member and partners' trust through transparency, modernisation and operational excellence. |

Our focus of effort



ADVOCATE.

With a strong, collective voice.



EDUCATE.

For lifelong, fulfilling careers.



CONNECT.

A unified professional community.



DELIVER.

Amazing member value.

FOUNDATIONAL VALUES



Empowering our people:

We foster a supportive and inclusive culture where our people thrive—because when our people flourish, so does our impact for members and the profession.



Powerful partnerships:

We harness the strength of collaboration for greater impact. By forging purposeful alliances, we unlock new perspectives, scale our impact and co-design solutions.



Cultural respect and health equity:

We champion Aboriginal and Torres Strait Islander Health leadership. We embrace cultural safety, respect and partnership with all culturally and linguistically diverse communities.



Sustainability and stewardship:

We commit to Environmental and Social Governance (ESG) principles in how we operate, educate and advocate—leading physiotherapy to a sustainable future.



Inclusion and equity in action:

We promote Diversity, Equity and Inclusion (DEI) within the profession, ensuring that physiotherapy reflects, respects and serves the full diversity of the Australian community.



Research and evidence:

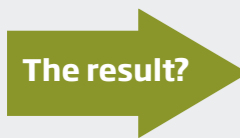
We commit to being evidence informed in everything we do—shaping knowledge, driving innovation and promoting safe best practice across the profession.

ADVOCATE. With a strong, collective voice.



Our role is to shape national reform so that physiotherapists are essential in the future of healthcare.

We open doors to new roles, recognition and reform by positioning physiotherapists as essential in healthcare change. Through bold advocacy and trusted influence, we shape workforce strategy, funding decisions and influence public perception. Our collective voice lifts the visibility, credibility and impact of the profession —nationally and systemically.



More sustainable policy and funding outcomes for physiotherapy reflecting our scope, and a stronger public presence, reflected in media and consumer perceptions.

| Key initiatives | Intent |
|---|--|
| Influence healthcare reform to position physiotherapy as an essential discipline | Proactively engage with national health reforms across primary care, public health, aged care, disability and veteran's health with an expanded focus on priority populations. |
| Promote the profession with power and precision | Raise physiotherapy's profile through bold campaigns, advocacy and direct engagement with key decision-makers. |
| Align and strengthen our advocacy across states and systems | Align national and state advocacy to amplify our impact. |
| Strengthen our value proposition to funders | Demonstrate the value of physiotherapy to insurers and public funders using compelling evidence, policies and pricing strategies to ensure that physiotherapy is well remunerated. |
| Champion workforce sustainability and innovation | Influence workforce policy using data driven insights and advocating for strategies that unlock the full potential of physiotherapy. |
| Drive public demand for physiotherapy | Position physiotherapy as essential to Australian healthcare through strategic marketing, media engagement and a stronger public voice. |
| Enhance the public profile and reputation of physiotherapy | Invest in media and communication strategies that enhance physiotherapy's public profile and influence consumer decision making. |



EDUCATE. For lifelong, fulfilling careers.



Our role is to deliver education that guides, grows and distinguishes physiotherapy throughout a lifetime.

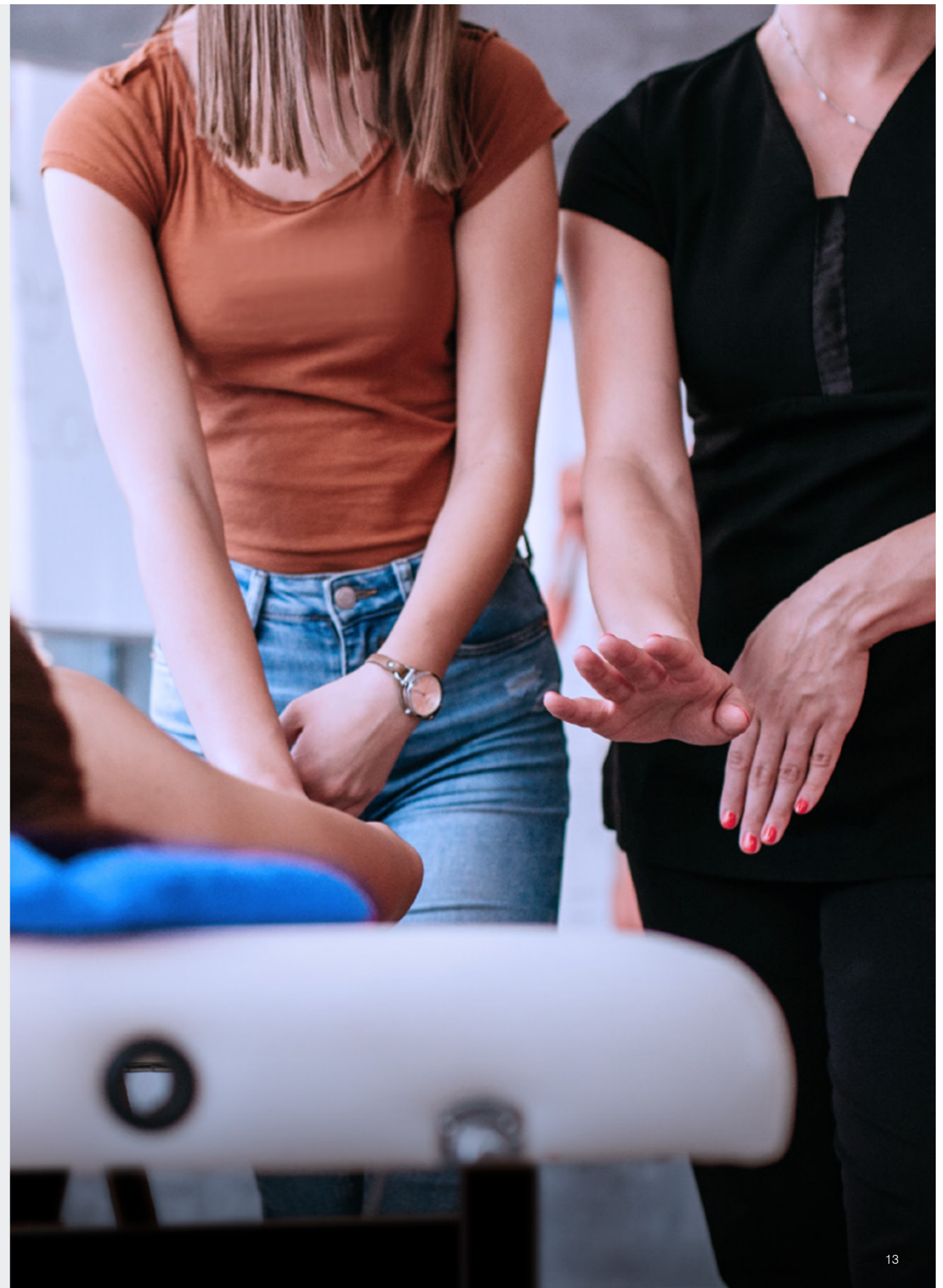
We create lifelong, fulfilling careers by delivering high-impact education that grows with the profession. From graduation to retirement, our learning is flexible, evidence-informed and real-world ready. APA education is trusted, co-designed and future-focused.

The Australian College of Physiotherapists (ACP) plays an integral role in this journey, advancing expert practice across the profession. The ACP champions professional excellence, providing credentials through Titling and Specialisation. Through this collaboration, we ensure that every stage of a physiotherapist's career is supported by education that fosters expertise, leadership and innovation.

The result?

More physiotherapists learning, progressing and thriving –with education shaped by and for the profession.

| Key initiatives | Intent |
|--|---|
| Strengthen career pathways, from graduate to expert | Show every physio how education supports their professional growth—through clear, connected journeys from graduation to retirement. |
| Ensure Titling and Specialisation is connected to professional growth | Improved integration of Titling and Specialisation within APA's education framework and career pathways. |
| Deliver relevant, responsive learning | Offer flexible, evidence-informed education that evolves with the needs of practice and practitioners. |
| Make learning engaging, contemporary and accessible | Redesign education to be interactive, learner-driven and tailored to diverse career contexts. |
| Recognise and support those who teach | Back our educators and assessors with the tools, training and recognition they deserve. |
| Assure quality through strong governance and continuous quality improvement | Build confidence through clear frameworks that deliver consistent, high-standard learning experiences. |
| Partner to scale impact | Work with universities and experts to shape a dynamic and future-ready physiotherapy profession. |

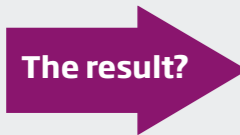


CONNECT. A unified professional community.



Our role is to provide connection, value and support for every member throughout their career—deeply, not just transactionally.

We build a unified, vibrant professional community where every physiotherapist belongs and thrives. Our data-driven, personalised member experience supports growth at every stage. Through shared identity, recognition and pride, the APA becomes not just a membership—but a career-long source of support, connection and value.



Higher retention, deeper engagement and a profession that sees the APA as their trusted partner to support their career.

| Key initiatives | Intent |
|--|--|
| Strengthen connection and belonging | Make every member feel seen, supported and proud to be part of the APA community. |
| Recognise and reward contributions | Celebrate the volunteers and leaders who make our profession stronger and reward their commitment. |
| Tailor experiences through smart data | Use insights to shape personalised member journeys—at every stage, in every setting. |
| Grow membership through bold outreach | Make it easy and compelling for every physiotherapist to say yes to the APA. |
| Evolve value to meet changing needs | Keep benefits fresh, flexible and future-proof—so membership always feels worth it. |
| Connect early with future members | Build strong, digital-first pathways from university to profession, making the APA a trusted career partner. |

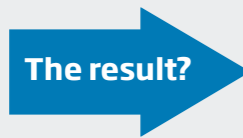


DELIVER. Amazing member value.



Our role is to run the APA as a high-performing organisation that builds value for its members.

We deliver amazing member value by running the APA as a high-performing organisation that reflects the professionalism of our members. Our systems and culture enable growth, our technology and data drive scalable quality, and our governance builds trust. Through operational excellence and modernisation, we make the APA a platform that powers careers and earns confidence from members and partners alike.



A future-ready APA that earns trust, delivers value consistently and has the capability to execute bold strategy.

| Key initiatives | Intent |
|--|--|
| Be the employer of choice in our sector | Foster a thriving culture that empowers our people to grow, lead and feel proud to belong—by investing in development, leadership and meaningful employee experiences. |
| Lead with brand and governance that earns trust | Shape a modern APA brand and governance model that inspires confidence and shows we walk our talk. |
| Modernise our systems for speed and security | Build seamless, secure, AI-enabled infrastructure that connects teams, improves decisions and saves time. |
| Accelerate digital transformation with excellence | Deliver standout digital experiences that boost engagement, streamline services and amplify our reach. |
| Protect our members through smarter insurance | Evolve our insurance offerings to match rising risks and keep members protected with fit-for-purpose solutions. |
| Diversify revenue with purpose | Grow new income streams that align with our mission, membership and strengthen long-term financial sustainability. |



Bringing this strategy to life

This strategy is more than a document—it's a shared commitment to action, impact and progress. Bringing it to life will require collaboration across every part of the APA and the physiotherapy community. Every member, team and partner has a role to play in shaping the future we've outlined.

Implementation will be guided by detailed operational plans, with clearly defined initiatives, timeframes and responsibilities. Our teams will be aligned to the strategic pillars—Advocate, Educate, Connect, Deliver—and empowered to translate ambition into results.

We will regularly monitor and evaluate our progress, using data and feedback to track what's working, adapt quickly and ensure continuous improvement.

We are committed to transparency and accountability. Through regular reporting to our Board, our members and our stakeholders, we will demonstrate progress and remain open about challenges. Celebrating achievements—large and small—will help us maintain momentum and recognise the people and ideas driving change.

Bringing the strategy to life also means staying connected to our members and the communities we serve. We will actively listen, engage and collaborate to ensure our direction remains relevant and responsive. As the healthcare landscape evolves, so too will our strategy—with agility, evidence and purpose guiding every step.

Together, we will make this strategy real—delivering value today and shaping the future of physiotherapy for generations to come.

Governance and strategic oversight

The APA Board, supported by our committees and executive leadership, will provide strong governance and oversight to ensure the strategy is implemented with integrity and purpose. Clear lines of responsibility,

regular review and a culture of accountability will underpin how we take carriage of our goals. Strategic initiatives will be embedded across the organisation's operational plans, with performance and progress regularly monitored and reported to ensure alignment and delivery.

Reporting and transparency

We will track our progress through a structured reporting framework, with regular updates at quarterly, half-yearly, and annual intervals. These will highlight key outcomes across priority areas, share lessons, and demonstrate how we are creating value for our members and the profession. An annual strategic update will publicly share how we are progressing against our goals—including where we've succeeded, what we've learned and where we need to adapt.

Staying agile and future-focused

Our strategy is not static. We recognise the healthcare environment is dynamic and we are committed to maintaining awareness of emerging trends, challenges and opportunities. We will continuously scan the external environment and use member feedback, sector insights and data to stay responsive and relevant. Strategic plans will evolve when needed—ensuring we remain a step ahead and ready to lead.

Whole-of-organisation alignment

Bringing this strategy to life is a shared responsibility. It will be embedded in the language we use, the priorities we set and the culture we foster. From Board to employees to volunteers to members—we will be united in our message, our intent and our impact. We will equip our people to confidently communicate and deliver on our strategic priorities, and ensure that every part of the APA is aligned.

Together, we will turn strategy into momentum—and momentum into measurable, lasting change for the profession and the community.





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