***Strategic Plan 2021-2023*** *(as of 4/16/21)*

***Vision Statement (APTA):***

*Transforming society by optimizing movement to improve the human experience.*

*\*Adopted in 2015; Re-affirmed in 2017 & 2020.*

***Mission:***

*The mission of* ***APTA Indiana*** *is:*

*Maximize the lifelong health, function, and well-being of people in Indiana by advancing the* ***profession*** *of physical therapy* ***through engagement, advocacy and education.***

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| ***GOAL #1: Engagement (Priority Goal)*** |
| ***Engage all Stakeholders Involved in the Health and Well-being of the People in Indiana*** |
| **Desired Outcome: Grow Membership by 5% Annually Through Targeted Recruitment\*** |
| ***Objective 1:   Targeted Membership Recruitment – New Professionals (PTs/PTAs)*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Pilot/Use Creative Ways to Engage (ie, Technology, Social Media
 | Organize information into small, easily consumable soundbites/ chunks. | * Develop process for sending info to be posted on social media.
* Zoom Meetings with Clinical Topic Experts/ Panels that members can tune into.
* Host a Financial Planner discussing student loan repayment strategies.
 | Minimal | 6/30/2021Ongoing – at least quarterly reports | PR Membership New Prof SIG | MembersBOD |
| 1. Membership Value “Packet”
 | Develop flyers that can be combined into a packet and sent to new and recent grads, highlighting membership benefits.  | * Survey membership for what ‘value’ means to them, with categories to identify years of practice to help sort data.
* Develop flyers highlighting 4-5 aspects of value.
 | Minimal | 6/30/202112/30/2021 | Membership New Prof SIGPR  | BODMembersDistrict LeadersConsumers (combine w Clinical content, driven by links from other web-based content, like Direct Access, Practice Act, CPG, etc.) |

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| ***Objective #2: Targeted Membership Recruitment – Students (PTs/PTAs)*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Determine HOW to Target and Engage PT/PTA Programs
 | In-person or Zoom contact with Students in all Programs.Invite all students to the National Advocacy Dinner. | * Establish contact(s) at each PT/PTA Program.
* Establish optimal time in curriculum to meet/present.
* Cater lunch/snack for the licensure review course or sponsor the licensure review course fee.
* Webinar re: setting type, job selection, navigating an interview, negotiating salary for first job.
* Host a Financial Planner discussing student loan repayment strategies.
 | Minimal to Moderate (dependent upon sponsorship amount) | 6/30/20219/30/2021 | Membership Student SIGNew Prof SIG | BODMembersPT/PTA Program Faculty |
| 1. Pilot/Use Creative Ways to Engage (ie: Technology, Social Media)
 | Organize information into small, easily consumable chunks relevant to target audience(s).Coordinate Social Nights (euchre, trivia, etc.) in-person or on Zoom. | * Develop process for sending info to be posted on social media.
* Develop and publicize agenda for social meetings to promote engagement.
 | Minimal | 6/30/2021 | Membership Student SIGPR New Prof SIG  | BODMembersStudents |
| 1. Membership Value “Packet”
 | Develop flyers that can be combined into a packet and sent to new and recent Grads, highlighting membership benefits.  | * Survey membership for what ‘value’ means to them and what they would like to see from APTA Indiana, with categories to identify years of practice to help sort data.
* Develop flyers highlighting 4-5 aspects of value.
 | Minimal to Moderate (depending on the swag) | 6/30/202112/30/2021 | Membership New Prof SIG | MembersPR New Prof SIG |

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| ***Objective #3:  Targeted Membership Recruitment – Potential (New) Members (PTs & PTAs)*** |
| ***Strategies*** | ***Desired Outcomes*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Pilot/Use Creative Ways to Engage (ie, Technology, Social Media)
 | Virtual option for District and SIG Meetings.Social connections through Zoom meetings for engagement, advocacy and clinical interest.Knowledge Translation (links to strong studies). | * Continue allowing a virtual option for District meetings.
* Develop an easy process to request a Zoom meeting for a topic request, as needed.
* Develop process for sending info to be posted on social media.
 | Minimal  | 6/30/2021 | Membership PR DistrictsSIGs | BODMembersDistrict/SIG LeadershipPR  |
| 1. Membership Value “Packet”
 | Develop flyers that can be combined into a packet and sent to any PT/ PTA, highlighting member benefits. | * Survey membership for what ‘value’ means to them and what they would like to see from APTA Indiana, with categories to identify years of practice to help sort data.
* Develop flyers highlighting 4-5 aspects of value.
 | Minimal | 6/30/202112/30/2021 | Membership PR  | MembersPR  |
| 1. Advocacy

PaymentLegislative | Inform PTs/PTAs on hot topics and progress with advocacy efforts and legislation. | * Push info in email, regular mail and social media (depending on issue).
 | Postage Rates | Ongoing (may want to discuss frequency) | Membership PR State LegislativeFAL | Members/ Potential Members |
| ***Objective #4:  Improve Diversity, Equity, and Inclusion in APTA Indiana*** |
| ***Strategies*** | ***Desired Outcomes*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Establish a DEI Task Force
 | Increased awareness and commitment to long-term DEI. | * Further assess state of DEI in APTA Indiana and propose and lead appropriate interventions.
 | Minimal to Moderate | 2021 | BODDEI Task Force | Members |

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| ***GOAL #2: Advocacy*** |
| ***Advocate For and Advance the Scope of Physical Therapy Practice*** |
| ***Objective #1: Legislative – Telehealth Included in Practice Act*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Introduce Legislation Giving PTs/PTAs the Ability to Provide Physical Therapy Services Via Telehealth
 | Codify that physical therapy services can be provided by telehealth.  | * Provide feedback on language provided by telehealth bill author.
 | Minimal | 2021-2022 Legislative Session | State Legislative  | Members |
| 1. Identify and Support Key Contacts
 | Key Contacts create relationships with key legislators. | * Communicate with Senate and House legislators.
 | Minimal | 2021-2022Legislative Session | State Legislative  | Members |
| ***Objective #2: Legislative – Physical Therapy Compact***  |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Introduce Legislation That Will Result in Indiana Joining the PT Licensure Compact
 | Passing legislation that will allow for PTs/PTAs in Indiana to obtain compact privileges. | * Work with bill author, FSBPT, and APTA to ensure that the exact language is used in the bill.
 | Minimal | 2021 Legislative Session | State Legislative  | Members |
| 1. Identify legislative champions
 | Legislative champions create relationships with key legislators | * Communicate with Senate and House legislators.
 | Minimal | 2021Legislative Session | State Legislative  | Members |

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| ***Objective #3: Payment for Telehealth*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Track Payment Practices From the Use of Telehealth in 2020 and 2021
 | Parity of pay for telehealth services. | * Conduct an in-depth analysis of payment for telehealth.
 | Minimal | 2022-2023 Legislative Session | State Legislative Practice & Payment | Members |
| 1. Generate Language for Legislation That Will Promote Parity of Pay
 | Payment for telehealth. | * Educate payers on effectiveness of physical therapy services via telehealth: provide supporting research, case examples, and beneficiary satisfaction data.
 | Minimal | 2021-2022 | Practice & Payment | Members |
| ***Objective #4: Unrestricted Direct Access with Payment for Services*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Update the Practice Act to Eliminate Restrictions on Practice
 | Unrestricted direct access to physical therapy services. | * Research/rewrite with input from State Legislative Committee and APTA.
 | Minimal to Moderate | 2023 | State Legislative  | Members |
| 1. Advocate for Payer Policies That Increase Direct Access to Physical Therapy Services
 | Payer policies to permit direct access. | * Identify payers requiring physician referral
* Provide education to payers on cost savings and safety due to direct access.
 | Minimal | 2022 | Practice & Payment  |  |
| 1. Vette with Stakeholders
 | Cohesive effort in promoting and obtaining unrestricted direct access. | * Identify all potential stakeholders (such as ISMA/ potential opponents.
 | Minimal | 2022 | State Legislative  |  |

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| ***Objective #5: Increase PAC Fundraising to a Minimum $15,000 Annually*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Hold PAC Golf Outing
 | $8,000 Net Income | * Organize/Promote Outing
 | $2,000 | June 2021 | PAC  | MembersTreasurer |
| 1. PAC Auction at the Fall Conference
 | $8,000 Net Income | * Organize/Promote Event
 | $1,000 | Fall Conference | PAC  | MembersTreasurer |
| 1. One PAC Fundraising Event in Each District
 | 5 x $1,000 = $5,000 Net Income | * Identify a PAC Liaison for each district who will organize and promote the event locally.
* Create a friendly competition between districts or have districts collaborate, where more appropriate.
 | Districts to Provide Own Financial Support | Annually | PAC District Liaison  | District MembersTreasurer |

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| ***Objective # 6: Federal Awareness and Federal PAC*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. National Advocacy Dinner
 | Host National Advocacy Dinnerannually. | * Core Ambassador to secure date, location, advertise to all PT/PTA programs.
 | $1,000 | April | Core AmbassadorStudent SIG PT/PTA Program ContactsNew Prof SIG  | PT/PTA StudentsMembersPT/PTA Program Faculty |
| 1. Member Advocacy Campaigns
 | Educate on ease of contacting legislators.Active member engagement, advocating for federal legislation. | * Use videos/podcasts, recording updates.
* Use e-mail blasts to promote current legislation.
* Complete/Update Key Contact list.
 | Minimal | Podcasts – Annually, prior to FAF/ ElectionsVideos – Quarterly | Jessica Baker (podcast)FAL  | Members |

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| ***Goal #3: Education*** |
| ***Be the Leading Provider in Physical Therapy Education*** |
| ***Objective #1: Educate Members/Potential Members – How to Practice as a Direct Access Provider in Indiana*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| Provide Member Resources to Facilitate the Use of Direct Access via a “Direct Access Toolkit” | Improve member survey results by 20% to Question 6: Do you use direct access?  | * Deploy and review surveys for member needs.
* Gather and organize resources (marketing, research, payment info, etc.).
* Rollout social media ‘Blitz’ focused on direct access.
 | Minimal | 2021 | PR Practice & Payment  | MembersPotential Members |
| Provide Examples of PTs Making the Most of Direct Access in Their Practice via Webinars  | Improve member survey results by 20% to Question 8: Referral needed as requirement by supervisor/facility. | * Identify exemplars in different practice settings.
* Use a variety of media to promote (ie, videos - not limited to print).
 | Minimal | 3-4 x per year | PR SIGs | Members |
| Direct Access Track at the Fall Conference |  | * Assist in program development for specific topics based on member surveys.
 | Minimal | Annually | Conference | Members |
| Provide Continuing Education Opportunities to Members (Differential Diagnosis, Imaging, Marketing, etc.) | Improve member survey results by 20% to Question 8: Improve personal comfort and patient not appropriate in my setting. | * Partner with organizations or individuals that could provide education to members.
 | $2,000 Annually | 2021-2023 | PR  | Members |

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| ***Objective #2: Payment Education Webinars (ie, Hot Topics, Cash Payment, Direct Access)*** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Payment Webinars to Update Members on Hot Topics
 | Improved member knowledge about:* Payor changes
* Resources on hot topics that increase access to physical therapy (employer health and wellness programs, direct access, PT in primary care...)
 | * Identify hot topics.
* Identify expert content speakers on hot topics.
 | Minimal | At Least One Annually | Practice & Payment  | Members |
| **Objective #3: Education Members/Potential Members – Federal Advocacy** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Update Members Regularly via Website, Newsletter, District Meetings, etc…
 | Improved member knowledge of federal legislation. | * Disseminate information from monthly FAL calls using a variety of formats, including a newsletter, social media.
 | Minimal | Monthly | FALPR  | MembersPotential Members |

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| **Objective #4: General Education for Students (Future Students) Regarding the Value of Education for PTs and PTAs and the Value of APTA Membership** |
| ***Strategies*** | ***Desired Outcome*** | ***Tasks*** | ***Budget Impact*** | ***Timeline*** | ***Who Is Responsible?*** | ***Who Needs to Know?*** |
| 1. Annual APTA/APTA Indiana Presentation Made Available to Each PT/PTA Program in Indiana
 | Each class of PT/PTA students receives information about APTA/APTA Indiana from a passionate, informed leader in the profession. | * Create/update presentation.
* Coordinate with each PT/PTA Program by geographical area.
 |  Minimal | Annually | PRMembership | BODPT/PTA Programs |
| 1. Dialogue with ACAPT and APTA Regarding Avenues to Productively Engage With New PT/PTA Programs in Indiana
 | Guidance on recourse re: new programs, tuition, student engagement, etc. | * Designate a task force to determine the issues and what we can/versus cannot do.
 | Minimal to Moderate |  2021 | BODTask Force |  |
| 1. Develop Pre-PT/PTA FAQs and Value Questions for APTA Indiana Website
 | Accessible document highlighting what to look for in PT/PTA programs re: value. | * Create FAQ.
* Coordinate with legal team to ensure compliance with wording.
 | Minimal to moderate | 2021 | PREducation Stakeholders in Chapter | BODMembers |
| 1. Engage With Students through the Core Ambassador, Student SIG and PR Committee re: Chapter-Wide Initiatives
 | Open and frequent communication through established channels so that students feel included without being bombarded. |   | Minimal to Moderate | Ongoing | PR New Prof SIG Student SIG Core AmbassadorBOD | Student Members |

***SS: This will assist in positioning APTA Indiana as (primary care providers) movement specialists and further our vision and mission while improving the quality skills of therapists.***

***Appendix***

***Engagement through advocacy***

***Engagement through education about advocacy***

* *\*SS = support statement (the ‘why’)*
* ***\*\*SMART GOALS: S****pecific,* ***M****easurable,* ***A****chievable,* ***R****elevant,* ***T****ime bound*
* ***Desired Outcome****: How will you know if you have achieved what you want/need to achieve? How will you measure your achievement(s)?*
* *\*\*\*RACI: R=Responsibility; (Who Needs to Know?) A=Accountable; C=Consulted; I=Informed*

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| ***RESPONSIBILITY - Do Things Differently: Engagement – Create Collaborative Task Force(s)/Teams?*** |
| * *APTA Indiana Membership Committee*
* *APTA Indiana Public Relations Committee*
* *APTA Indiana Student SIG*
* *APTA Indiana New Professional SIG*
* *Chapter districts (6 of them)*
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| ***RESPONSIBILITY - Do Things Differently: Advocacy – Create Collaborative Task Force(s)/Teams?******Advocacy - Legislative & Payment*** |
| * *State topics*
	+ *APTA Indiana State Legislative Committee*
	+ *APTA Indiana Public Relations Committee*
	+ *APTA Indiana Membership Committee*
	+ *APTA Indiana PAC*
 | * *Federal topics*
	+ *APTA Indiana Federal Legislative Committee*
	+ *APTA Indiana Public Relations Committee*
	+ *APTA Indiana Membership Committee*
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| ***RESPONSIBILITY - Do Things Differently: Education – Create Collaborative Task Force(s)/Teams?*** |
| * *Conferences – WEBINAR Series\* (Themes?)*
	+ *APTA Indiana Conference & Education Committee*
	+ *APTA Indiana Public Relations Committee*
	+ *APTA Indiana Student SIG*
	+ *APTA Indiana New Professional SIG*
* *Standalone classes*
	+ *Run by SIGs (Ortho, Peds, Student, New professional)*
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