

## Strategy Mountain 2023 – 2026 (initiated June 2023)

### Mission

Elevating physical therapy to optimize movement and well-being for those at risk for or impacted by neurologic conditions.

### Vision

All people with neurologic conditions living their best lives.

## Core Strategies (2023 - 2026)

**#1 Quality Resources:**  
Advance neurologic physical therapy through knowledge creation and translation

**#2 Expand and Engage Membership:** Create a connected and diverse community of neurologic physical therapy providers




**#3 Operational Excellence:**  
Cultivate an organizational culture and infrastructure that strengthens efficiency, transparency and sustainability



**#4 Advocacy & Awareness:**  
Expand the influence of neurologic physical therapy with all stakeholders through advocacy and awareness

### Status Scale

 moving ahead	 complete	 discussing/planning	 waiting for action	 clarification needed	 removed
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## 2025 ANNUAL PRIORITIES



2025				
Core Strategy #1: <i>Quality Resources</i> : Advance neurologic physical therapy through knowledge creation and translation				
Annual Priority	Responsible Parties	Performance Measure	Resource Implications	Status
1. Facilitate the assimilation of the entry-level competencies by academic educators Continue developing materials such as presentations, ancillary materials, social media, etc	Director of Education	Survey of academic institutions by end of 2028 with plan to publish (using Peds as a model) to measure the use in PT programs with a goal of 80%.	Blending of compendium revision; Sue's TF has closed. Potential compendium update + responsible for survey.	 Underway. Will continue – confirm how long....
2. Strengthen conferences and events to a wider/diverse audience <ul style="list-style-type: none"> <li>a. Evaluate success and format (synchronous and asynchronous) of ANPT Annual Conference and ICVR</li> </ul>	Annual Conf Committee and ICVR Task Force  Research Committee	Annual Conf: Metrics associated with Annual Conference (already in place through exec office) ICVR: establish metrics Identify clinician researchers in registration; Estimate # of clinician researchers and first-time submitters submissions in 2022; increase 10% in 3 years (2026)		 4th AC completed. Needs further discussion after AC
2. Strengthen conferences and events to a wider/diverse audience. <ul style="list-style-type: none"> <li>b. Increase successful conference submissions from clinician researchers and first-time submitters, <i>i.e. mentors prior to submission and resources</i></li> </ul>	Annual Conf Committee and ICVR Task Force  CSM Program Committee  Research Committee	Annual Conf: Metrics associated with Annual Conference (already in place through exec office) ICVR: establish metrics		 Part of plan/ process in 2024 and CSM program planning to diversify submissions and content at conferences



		Identify clinician researchers in registration; Estimate # of clinician researchers and first-time submitters submissions in 2022; increase 10% in 3 years (2026)		
<p>3. Establish a process for identifying &amp; selecting topics for high impact evidence-based documents</p> <p>a. Review and update policy/procedures in EBD Manual to reflect best practices</p>	<p>Director of Knowledge Synthesis &amp; EBD Committee</p> <p>Executive Office</p> <p>VP, Director of Comm, &amp; Director of Practice</p>	<p>Update policy &amp; procedure EBD manual &amp; communicate throughout organization, sharing results of needs assessment with BOD</p> <p>Initiate one EBD product/year if supported by needs assessment</p> <p>Disseminate the P&amp;P for review of products</p>	<p>Librarian</p> <p>-User experience design (website)</p> <p>-Stipend</p> <p>-Trainings</p> <p>-Delphi software (needs assessment)</p> <p>-Reference management software</p>	 <p>DONE – approved 11/24</p>
<p>3. Establish a process for identifying &amp; selecting topics for high impact evidence-based documents</p> <p>b. Complete a need and resource assessment for ensuring quality and sustainability of EBD products</p>	<p>Director of Knowledge Synthesis &amp; EBD Committee</p> <p>Executive Office</p> <p>VP, Director of Comm, &amp; Director of Practice</p>	<p>Update policy &amp; procedure EBD manual &amp; communicate throughout organization, sharing results of needs assessment with BOD</p> <p>Initiate one EBD product/year if supported by needs assessment</p>	<p>-Librarian</p> <p>-User experience design (website)</p> <p>-Stipend</p> <p>-Trainings</p> <p>-Delphi software (needs assessment)</p>	 <p>Since a large part of assessing sustainability will be informed by the EBD manual, we are waiting for the manual to be updated before proceeding with this process.</p>

		Disseminate the P&P for review of products		
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**2025**


**Core Strategy #2: Expand and Engage Membership: Create a connected and diverse community of neurologic physical therapy providers**


Annual Priority	Responsible Parties	Performance Measure	Resource Implications	Status
<p>1. Highlight benefits of membership to non-members and the value of membership to members</p> <p>a. Determine the most engaging methods that highlight ANPT resources across all social media platforms such as a membership campaign targeted at student members for when they transition to full members from professional training or residency; monthly audit of social media data to determine topics and formats receiving highest engagement.</p>	<p>Member/PR to be the lead</p> <p>Involved: SIGs, KT Task Force, &amp; Practice Committees</p> <p>Member-PR Committee for gathering performance measure data and completing analyses</p> <p>Awards Committee</p>	<p>5% increase in new members</p> <p># engagements with video walkthrough</p> <p>Increase by 5-10% in # of unique site visits</p> <p>Retain 50% of student/resident members upon completion of training program (document currently baseline)</p> <p>Present infographic in time for business meeting at CSM 2024</p>	<p>SIGs, KT Task Forces &amp; Practice Committees' time to develop video walkthroughs for new publications</p> <p>EO support needed for expertise in best practices and communication to target audience</p>	 <p>In discussion. Member/PR to be the lead.</p>
<p>1. Increase member networking and engagement opportunities</p> <p>b. Redesign mentoring program and explore strategies for collaboration among new educators</p>	<p>Member PR Committee</p> <p>ANPT Nomination committee</p> <p>ANPT HOD/ Advocacy</p> <p>Historical archive committee Education</p>	<p>Number of participants in mentoring relationship; evaluation collaboration</p> <p>___% of those interested in volunteering are matched with an</p>		 <p>in progress- expect more progress after website work complete. May have budget implications for 2025 – to add forms for mentoring.</p>



		opportunity within 2 years ___% from volunteer list used (esp. new)		EO – recommends clarity on what this includes. Does this include mentorship of educ submissions?
2. Increase member networking and engagement opportunities a. Attempt to have more integrated way/methodology where interested volunteers connect with volunteer opportunities including a system for managing the volunteer list	Member PR Committee ANPT Nomination committee ANPT HOD/ Advocacy Historical archive committee	___% of those interested in volunteering are matched with an opportunity within 2 years		 NEW Waiting for action
3. Integrate the ANPT’s DEI Committee’s work into membership, engagement, and other aspects of the organization a. Develop criteria for an award to attend Annual Conference for underrepresented populations and/or individuals working in the DEI arena	DEI Committee Awards Committee	Track # of successful initiatives/programs started, collect “baseline” data on demographics of membership		 In process. Planning in 2024 and first awarded in 2025. DEI cmte working on draft. Will send to Awards cmte.






**2025**

**Core Strategy #3: Operational Excellence: Cultivate an organizational culture and infrastructure that strengthens efficiency, transparency and sustainability**

Annual Priority	Responsible Parties	Performance Measure	Resource Implications	Status
1. Complete an ANPT governance review a. Distribute an RFP for a partner in the governance review process and (2024) hire an outside consultant to conduct the governance review. During the review identify the following: b. Has the complement of our content become so large such that members are unable to readily access best resources?	Executive Office & Board of Directors	___% of members on survey state that organization structure of ANPT meets member need 1 year after completed review  ___% of focus group participants agree	EO support for RFP for consultant  Outside consultant for governance review – associated contract and fees  Potentially: Time/	 Consultant hired. Work underway.




<p>c. Is there redundancy (e.g. in org chart) that could be eliminated by narrowing our focus or strengthening existing initiatives?</p> <p>d. Are KT groups and SIGs competing with each other?</p> <p>e. Expectations/timelines for initiatives</p> <p>f. What are the roadblocks to good communication among groups?</p>		<p>to the statement “ANPT governance meets member needs” 1 year after completing review</p> <p>___% of Board of Directors, SIG Officers, and Committee/Task force chairs state the organizational structure meets their needs by 1 year after review is completed</p>	<p>personnel support to design and analyze survey &amp; Time/ personnel to design and analyze focus group data</p>	
<p>1. Complete an ANPT governance review</p> <p>g. Review report and determine which of ANPT’s programs should be retired, improved, or further enhanced</p>	<p>Executive Office &amp; Board of Directors</p>	<p>___% of members on survey state that organization structure of ANPT meets member need 1 year after completed review</p> <p>___% of focus group participants agree to the statement “ANPT governance meets member needs” 1 year after completing review</p> <p>___% of Board of Directors, SIG Officers, and Committee/Task force chairs state the organizational structure meets their needs by 1</p>	<p>EO support for RFP for consultant</p> <p>Outside consultant for governance review – associated contract and fees</p> <p>Potentially: Time/ personnel support to design and analyze survey &amp; Time/ personnel to design and analyze focus group data</p>	 <p>Discussion/Planning – likely late 2024 or 2025. Plan to review 3 in 2025: 1 SIG, Online ED cmte and Nominating cmte. Template to be drafted by Pres for program review</p>




		year after review is completed		
<p>2. Redesign the ANPT Website to increase awareness, user accessibility, and information organization</p> <p>a. (Starting 2023) Develop a plan to remove or replace old/outdated material on website</p>	<p>Director of Comm &amp; Digital Communication Committee (All committees and SIGs to look over their part as directed)</p>	<p>Baseline satisfaction score established prior to redesign</p> <p>Increase satisfaction score by 10% after redesign</p> <p>Increase Google ranking on pages by 5 positions</p> <p>Website traffic increased by 15%</p> <p>All resources on website are accessed within 5 clicks</p>	<p>Membership and Communications Specialist (EO) for support</p> <p>Outside group/consultant for website design – associated contract and fees</p> <p>New staff for website feedback</p> <p>Utilize content experts in each area</p>	 <p>In process – work groups to help with update/edits. Jan 2025 projected to complete. BOD adding 4 micro-volunteer for 1 year (Jan – Dec 2025) in this area.</p>
<p>2. Redesign the ANPT Website to increase awareness, user accessibility, and information organization</p> <p>b. Provide website training for all work groups, committees, and executive office staff</p>	<p>Member/PR</p>	<p>Increase satisfaction score by 10% after redesign</p> <p>Increase Google ranking on pages by 5 positions</p> <p>Website traffic increased by 15%</p> <p>All resources on website are accessed within 5 clicks</p>	<p>Specialist (EO) for support</p> <p>Outside group/consultant for website design – associated contract and fees</p> <p>New staff for website feedback</p> <p>Utilize content experts in each area</p>	 <p>In process. In discussion – groups may have some exposure in 2024 process. But training in 2025.</p>




<p>3. Ensure that executive office resources are operating to best and highest levels</p> <p>a. Ensure that strategic plan and operationalized activities are in parity with management agreement</p>	<p>President &amp; President-Elect; Board of Directors; Executive Director</p>	<p>Staffing workload is meeting budgetary projections within 10%</p>	<p>Consider GMP FTE revisions</p>	 <p>Moving forward – April 2024 board reviewed current EO scope of services, client hours, evaluation survey. Spring 2025 review again including 2024 hours report.</p>
<p>4. Establish thorough and inclusive communication both within leadership and to membership (following best practices)</p> <p>a. Pursue agenda items for regularly scheduled leadership calls from work group leaders</p>	<p>President, EO All SIGs and Committees as appropriate</p>	<p>90% of BOD, SIG leadership, and committee/task force leadership report that they are satisfied with ease and efficiency of communication</p>		 <p>Moving forward. Seeking to implement changes in 2025.</p>
<p>4. Establish thorough and inclusive communication both within leadership and to membership (following best practices)</p> <p>b. Explore software strategies that promote ease of communication and access to resources</p>	<p>Director of Comm;  Executive Office to gather GMP and industry best practices  All SIGs and Committees as appropriate</p>	<p>90% of BOD, SIG leadership, and committee/task force leadership report that they are satisfied with ease and efficiency of communication</p>	<p>Time/ personnel to investigate Slack, MSTeams, etc., budget information, processes for nominations and volunteer selections, etc., are posted on the website</p>	 <p>NEW Waiting for action</p>
<p>5. Investigate the economics of free vs. paid resources to find the optimum balance &amp; model for the future financial stability</p> <p>a. Identify in-house or consulting resources to conduct the evaluation</p>	<p>Board of Directors – President (lead)</p>	<p>Yes/No - Information gathered from other Sections/Academies  Yes/No - Identify external resource</p>	<p>Consultant - fees; Executive Office</p>	 <p>In discussion 9/24 Board in membership review.</p>
<p>5. Investigate the economics of free vs. paid resources to find the optimum balance &amp; model for the future financial stability</p> <p>b. Include APTA &amp; other Section/Academies to determine best practice models</p>	<p>President (lead), Board of Directors</p>	<p>Yes/No - Information gathered from other Sections/Academies  Yes/No - Identify external resource</p>	<p>Consultant - fees; Executive Office</p>	 <p>In discussion. CSM leadership meeting offered leader survey on member benefits</p>



**Core Strategy #4: Advocacy & Awareness: Expand the influence of neurologic physical therapy with all stakeholders through advocacy and awareness**

Annual Priority	Responsible Parties	Performance Measure	Resource Implications	Status
<p>1. Evaluate and expand patient-facing documents for breadth, consistency, visibility, accuracy, best-practice</p> <p>a. Ensure website accessibility (in conjunction with Website redesign having more on the Consumer tab)</p>	<p><b>All SIGs (key contact)</b></p> <p>Advocacy &amp; Consumer Affairs Committee</p> <p><b>Digital Communication Committee &amp; Website Team</b></p> <p>HPW committee</p> <p>INPA</p>	<p>Add at least 5 patient fact sheets per year.</p> <p>Review Fact Sheets &amp; patient facing docs, create a depository for Advocacy to evaluate for reading level.</p> <p>Website update to consumer page</p>		 <p>Moving ahead – use Advoc Cmte guidelines for work groups to assess their pages</p>
<p>1. Evaluate and expand patient-facing documents for breadth, consistency, visibility, accuracy, best-practice</p> <p>b. Explore translation of documents into different languages with INPA</p>	<p>All SIGs</p> <p>Advocacy &amp; Consumer Affairs Committee</p> <p>Digital Communication Committee &amp; Website Team</p> <p>HPW committee</p> <p>INPA</p>	<p>Add at least 5 patient fact sheets per year.</p> <p>Review Fact Sheets &amp; patient facing docs, create a depository for Advocacy to evaluate for reading level.</p> <p>Website update to consumer page</p>		 <p>NEW Waiting for action. Pres discussing MOU with INPA</p>
<p>2. Advocate for the appropriate utilization of neuro PT to serve the comprehensive needs of our patients</p> <ul style="list-style-type: none"> <li>● Primary care</li> <li>● Patients</li> <li>● Payers</li> </ul>	<p>Advocacy &amp; Consumer Affairs Committee</p> <p>Practice Committee</p> <p>ANPT delegates</p>			 <p>In discussion – review of current materials to find more easily</p>

<ul style="list-style-type: none"> <li>• Generate marketing materials for patients and PTs to take to primary care and specialist physicians/primary care providers</li> </ul>	Specialization & Advanced Proficiency Committee With new Consumer & Care Partner TF			
2.Advocate for the appropriate utilization of neuro PT to serve the comprehensive needs of our patients <ul style="list-style-type: none"> <li>• Primary care</li> <li>• Patients</li> <li>• Payers</li> <li>• Engage patients and caregivers in advocacy activities to emphasize the relevance of PT within the healthcare system and to focus ANPT advocacy initiatives <ul style="list-style-type: none"> <li>• Partner with patients for lobby-day events and possibly include videos of pre/post-PT to tell their story</li> </ul> </li> </ul>	Advocacy & Consumer Affairs Committee SIGS Practice Committee  ANPT delegates  Specialization & Advanced Proficiency Committee			 moved to 2025
2.Advocate for the appropriate utilization of neuro PT to serve the comprehensive needs of our patients <ul style="list-style-type: none"> <li>• Primary care</li> <li>• Patients</li> <li>• Payers</li> <li>• Develop a “What can a Neuro PT do?” resource for other health care providers including information about value of services over time (after an acute event or throughout a disease process)</li> </ul>	Advocacy & Consumer Affairs Committee  Practice Committee  ANPT delegates  Specialization & Advanced Proficiency Committee With new Consumer & Care Partner TF			 Moving ahead
3 Establish a meaningful partnership with patient advocacy groups and rehabilitation organizations related to neuro conditions <ol style="list-style-type: none"> <li>a. Look for ways to help organizations' lobbying efforts through endorsements</li> </ol>	SIGS  Advocacy & Consumer Affairs Committee	Identify and increase collaboration/partners by 10% each year. <ul style="list-style-type: none"> <li>• CPG links</li> <li>• Invitation to participate in work groups</li> </ul>		 NEW Waiting for action

		<ul style="list-style-type: none"> <li>• Web page links</li> <li>• PT identified on their materials</li> </ul> <p>Evaluate annually engagement levels between each organization.</p>		
4.. Building from Evidence Elevates national campaign to influence consumers, payors and non-PT providers a. Encourage patients and caregivers to advocate for themselves for evidence-based best practice care through national campaign, Evidence elevates	SIGs  new Consumer & Care Partner TF Advocacy & Consumer Affairs Committee			 Moving ahead
4. Building from Evidence Elevates national campaign to influence consumers, payors and non-PT providers b. Help consumers of neuro PT understand high quality of care	SIGs  new Consumer & Care Partner TF Advocacy & Consumer Affairs Committee			 Moving ahead
4. Building from Evidence Elevates national campaign to influence consumers, payors and non-PT providers c. Launch the “5 things patients and therapists should ask about neuro PT” (see example below) <a href="https://www.choosingwisely.org/societies/american-physical-therapy-association/">https://www.choosingwisely.org/societies/american-physical-therapy-association/</a>	SIGs  new Consumer & Care Partner TF  Advocacy & Consumer Affairs Committee Specialization & Advanced Proficiency Committee			 Moving ahead