



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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2024 ANNUAL PRIORITIES



2024				
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
<p>1. Facilitate the assimilation of the entry-level competencies by academic educators Continue developing materials such as presentations, ancillary materials, social media, etc</p>	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%.		 Underway as of 6/23. Will continue for a year or more
<p>2. Strengthen conferences and events to a wider/diverse audience</p> <p style="padding-left: 20px;">a. Evaluate success and format (synchronous and asynchronous) of ANPT Annual Conference and ICVR</p>	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)		 3 rd AC completed. Needs further discussion after AC 2025
<p>2. Strengthen conferences and events to a wider/diverse audience.</p> <p style="padding-left: 20px;">b. Increase successful conference submissions from clinician researchers and first-time submitters, <i>i.e. mentors prior to submission and resources</i></p>	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		 Discussing/Planning


		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 & 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 & EBD Committee</p> <p>Executive Office</p> <p>VP, Director of Comm, & Director of Practice</p>	<p>Update policy & procedure EBD manual & 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&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>In process – 75% complete (in Nov 2023)</p>
<p>3. Establish a process for identifying & 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 & EBD Committee</p> <p>Executive Office</p> <p>VP, Director of Comm, & Director of Practice</p>	<p>Update policy & procedure EBD manual & 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>Complete but needs refinement</p>

		Disseminate the P&P for review of products		
3. Establish a process for identifying & selecting topics for high impact evidence-based documents c. Establish a policy and procedure for review of materials and consistent labeling stating level of review across all products	Director of Knowledge Synthesis & EBD Committee Executive Office VP, Director of Comm, & Director of Practice	Update policy & procedure EBD manual & communicate throughout organization, sharing results of needs assessment with BOD Initiate one EBD product/year if supported by needs assessment Disseminate the P&P for review of products	Librarian -User experience design (website) -Stipend -Trainings -Delphi software (needs assessment)	 Done
4. Collaborate with related sections and academies for further development of movement system examination and diagnosis b. Gather collaborators in pediatrics and geriatrics to develop and disseminate a process for task analysis and movement system diagnoses relevant across neuro diagnoses and the life span-including walking impairment	Director of Practice/ Practice Committee; Collaboration with Academies of Pediatrics and Geriatrics	Completion of KT resources for current papers Material downloading metrics from website Attendance at webinars and in-person presentations		 Discussing/Planning

2024


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
1. Highlight benefits of membership to non-members and the value of membership to members a. Determine the most engaging methods that highlight ANPT resources across all social media	SIGs, KT Task Force, & Practice Committees	5% increase in new members	SIGs, KT Task Forces & Practice Committees' time to develop video	 Waiting for action


<p>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 Committee for gathering performance measure data and completing analyses</p> <p>Awards Committee</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>walkthroughs for new publications</p> <p>EO support needed for expertise in best practices and communication to target audience</p>	
<p>1. Highlight benefits of membership to non-members and the value of membership to members</p> <p>b. Develop and publish (in JNPT) infographic to illustrate how resources (member dues) are being utilized</p>	<p>President's Message?</p> <p>SIGs, KT Task Force, & 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 & 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>Waiting for action</p>
<p>2. Increase member networking and engagement opportunities</p>	<p>Member PR Committee</p> <p>ANPT Nomination committee</p>	<p>Number of participants in mentoring relationship;</p>		 <p>in progress</p>



<p>a. Redesign mentoring program and explore strategies for collaboration among new educators</p>	<p>ANPT HOD/ Advocacy Historical archive committee Education</p>	<p>evaluation collaboration ___% of those interested in volunteering are matched with an opportunity within 2 years ___% from volunteer list used (esp. new)</p>		
<p>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</p>	<p>Member/PR Awards Committee</p>	<p>Track # of successful initiatives/programs started, collect “baseline” data on demographics of membership</p>		<p> Planning in 2024 and first awarded in 2025</p>





2024


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
<p>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?</p>	<p>Executive Office & Board of Directors</p>	<p>___% of members on survey state that organization structure of ANPT meets member need 1 year after completed review ___% of focus group participants agree to the statement “ANPT governance</p>	<p>EO support for RFP for consultant Outside consultant for governance review – associated contract and fees Potentially: Time/ personnel support to design and analyze survey &</p>	<p> Discussing/Planning</p>

<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>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>Time/ personnel to design and analyze focus group data</p>	
<p>1. Complete an ANPT governance review</p> <p>b. Review report and determine which of ANPT’s programs should be retired, improved, or further enhanced</p>	<p>Executive Office & 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 year after review is completed</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 & Time/ personnel to design and analyze focus group data</p>	 <p>Discussion/Planning</p>



<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 & 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</p>
<p>2. Redesign the ANPT Website to increase awareness, user accessibility, and information organization</p> <p>b. (2023) Examine the best platform for member engagement and communication redesigning the Website to include page for various topics such as:</p> <ul style="list-style-type: none"> ○ starting your own practice ○ curriculum ○ clinical practice questions ○ resources for clinicians ○ resources for consumers 	<p>Director of Comm & 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>Discussing/Planning Lower priority based on other web priorities. Move to 2024</p>





<p>2. Redesign the ANPT Website to increase awareness, user accessibility, and information organization</p> <p>c. 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 discussion</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 & 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>In discussion – 2024</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>Waiting for action Seek leaders input on agenda items for CSM leadership meeting. Consider open BOD meeting and/or virtual business meeting</p>
<p>5. Investigate the economics of free vs. paid resources to find the optimum balance & 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</p> <p>Yes/No - Identify external resource</p>	<p>Consultant - fees; Executive Office</p>	 <p>Waiting for action</p>


<p>5. Investigate the economics of free vs. paid resources to find the optimum balance & model for the future financial stability</p> <p>b. Include APTA & 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</p> <p>Yes/No - Identify external resource</p>	<p>Consultant - fees; Executive Office</p>	<p> Waiting for action</p>

2024

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>All SIGs (key contact)</p> <p>Advocacy & Consumer Affairs Committee</p> <p>Digital Communication Committee & 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 & 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>2. Advocate for the appropriate utilization of neuro PT to serve the comprehensive needs of our patients</p> <ul style="list-style-type: none"> ● Primary care ● Patients ● Payers <p>a. Generate marketing materials for patients and PTs to take to primary care and specialist physicians/primary care providers</p>	<p>Advocacy & Consumer Affairs Committee</p> <p>Practice Committee</p> <p>ANPT delegates</p> <p>Specialization & Advanced Proficiency Committee</p> <p>With Evidence Elevates group</p>			<p> In discussion</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"> ● Primary care ● Patients ● Payers b. 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"> ● Partner with patients for lobby-day events and possibly include videos of pre/post-PT to tell their story 	<p>Advocacy & Consumer Affairs Committee</p> <p>Practice Committee</p> <p>ANPT delegates</p> <p>Specialization & Advanced Proficiency Committee With Evidence Elevates group</p>			 <p>In discussion</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"> ● Primary care ● Patients ● Payers c. 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) 	<p>Evidence Elevates Advocacy & Consumer Affairs Committee</p> <p>Practice Committee</p> <p>ANPT delegates</p> <p>Specialization & Advanced Proficiency Committee With Evidence Elevates group</p>			 <p>In discussion</p>
<p>3.. Complete Evidence Elevates national campaign to consumers, payors and non-PT providers</p> <p>a. Encourage patients and caregivers to advocate for themselves for evidence-based best practice care through national campaign, Evidence elevates</p>	<p>SIGs</p> <p>Evidence Elevates TF/ Practice Cmte (key contact)</p> <p>Advocacy & Consumer Affairs Committee</p>			 <p>In discussion</p>
<p>3. Complete Evidence Elevates national campaign to consumers, payors and non-PT providers</p> <p>b. Help consumers of neuro PT understand high quality of care</p>	<p>SIGs</p> <p>Evidence Elevates TF/ Practice Cmte (key contact)</p> <p>Advocacy & Consumer Affairs Committee</p>			 <p>In discussion</p>

<p>3. Complete Evidence Elevates national campaign to consumers, payors and non-PT providers</p> <p>d. Launch the "5 things patients and therapists should ask about neuro PT" (see example below)</p> <p>https://www.choosingwisely.org/societies/american-physical-therapy-association/</p>	<p>SIGs</p> <p>Evidence Elevates</p> <p>Advocacy & Consumer Affairs Committee</p> <p>Specialization & Advanced Proficiency Committee</p>			 <p>In discussion</p>