

**ORTHOPAEDIC SECTION, APTA, INC.
2015 – 2020 STRATEGIC PLAN**

MISSION

The mission of the Orthopaedic Section, APTA, Inc. (Orthopaedic Section) is to promote excellence in orthopaedic physical therapy.

VISION

The Orthopaedic Section will be a world leader in advancing orthopaedic physical therapy to optimize movement and health.

GOALS

Standards of Practice

Support the development and distribution of resources that promote the provision of best practices in orthopaedic physical therapy

- Objective 1: Prior to 2020, disseminate ICF-based Clinical Practice Guidelines (CPG) for 25 common musculoskeletal conditions.

Performance Measures	Resources Required	Time Line
<p>Track the number of Orthopaedic Section / JOSPT CPGs (including CPG-Revisions) on the Agency for Health Care Quality and Research's National Guidelines Clearinghouse (www.guidelines.gov)</p> <p>CPG implementation tools available for members, collaborative health care professionals, and patients made available through either the Section or JOSPT portals, and/or partnering vendors. Potential implementation tools include:</p> <ul style="list-style-type: none"> • Embedded tools, such as instructional videos, within the web based version of the CPG on www.jospt.org • CPG-related "Patient Perspectives" • CPG presentations at CSM and/or other professional conferences • CPG training iPad / web based app for clinicians • CPG condition-based exercise app for clinicians and patients • CPG-based read for credit products • CPG-based webinars on the foundational knowledge (anatomy, kinesiology, biomechanics, etc) of the CPG condition, which would provide education for students and healthcare professionals learning about guidelines-based care <p>Facilitate efficient and credible CPG revisions by creating mechanisms for ongoing searching, appraisal, and assessment of literature relevant to the CPG's recommendations.</p>	<p>Provide ICF CPG coordinator position Make part of ICF-based CPG Coordinator annual review.</p> <p>Annual Budget for completion</p> <p>President/Board Liaison Time at CSM Board Discussion - October</p> <p>ICF-based CPG Advisory Panel, ICF-based CPG Coordinator, ICF-based CPG Revisions Advisory Panel, Revisions Coordinator, Workgroup leaders, Workgroups members, Critical appraisers, Content Expert Reviewers, Stakeholder Reviews</p> <p>ICF-based CPG Implementation Advisory Panel, JOSPT Patient Perspectives editor, Partnership contracts between JOSPT or Orthopaedic Section and vendors that can create or have created implementation tools</p> <p>"Section Education Committee to arrange for a one-day meeting prior to Orthopaedic Section's Annual Meeting for an ICF-based CPG workgroup members training. Funding for workgroup meeting attendees and group facilitators. Budget to be submitted for July Meeting</p>	<p>July</p> <p>CSM / October meeting</p> <p>Measure every CSM</p> <p>Measure progress at every CSM</p> <p>Annual Meeting 2017 and annually afterward</p>

- **Objective 2:** Deliver educational content for clinical practice, professional development, and advocacy through technology applications.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Convert ISC intellectual property to digital library/catalogue. • Create new web portal and house on new tech platform. • ISC offerings via a la carte packaging based on digital cataloguing. <ul style="list-style-type: none"> • Broaden education product lines to include webinars, podcasts, position statements, video library of techniques. • Expand/update ISC residency package. <ul style="list-style-type: none"> • Integrate ISC course offerings with annual meeting topics for expanded CEU opportunity. <p>Investigate/create CEU transcript subscription services</p> <ul style="list-style-type: none"> • Increased presence on social media for marketing, promotion and member communications/recruitment. <p>ISC Editor Annual review/reporting.</p>	<ul style="list-style-type: none"> • Web tools such as Google Analytics for tracking/monitoring • Allocation cost related to resources with JOSPT to develop the technology platform. Work with managing editor, JOSPT staff (Edith H and Sarah W) • Implement Scholar One Management and editing process for ISC submissions and possibly OP submissions <ul style="list-style-type: none"> • ISC Advisory panel input and meeting <ul style="list-style-type: none"> • Liaison with residency committee/team <ul style="list-style-type: none"> ○ Appoint an Advisory Group to include ISC Advisory Panel member (e.g. Tara Jo Manel), R/F EIG (e.g. Libby), Practice (e.g. Joe Donnelly, Board Member (e.g. Practice Liaison) <ul style="list-style-type: none"> • Liaison with Annual committee meeting members to streamline ISC with speakers <ul style="list-style-type: none"> ○ Sharon ○ Budgetary item ○ Integrate with FSBPT/APTA continuing competence database ○ Links included for the above in order for smooth transition of CEU down/up loading <ul style="list-style-type: none"> • Liaison with PR Committee Osteoblast/Facebook/ Twitter Budget for professional guidance (consultation)(See Goal 1, etc) <ul style="list-style-type: none"> • As defined by Policy and procedures handbook 	<p>2016 – Launch CSM</p> <p>Estimated Time line: 1st main 2 bullets – CSM 2016 3rd main Bullet – July 2016</p> <p>These metrics to be included on all updates – Conference calls, face to face meetings</p> <p>CSM 2017</p> <p>CSM 2017 – ties in with site license launch</p> <p>CSM 2016 and annually thereafter</p> <p>CSM 2016 and annually thereafter</p> <p>Review by Board Liaison – CSM annually</p> <p>Reporting - July</p>

- **Objective 3:** Develop national orthopaedic outcomes database with modules for neck, shoulder, knee, and low back. From database, provide mechanisms for measuring and validating value in orthopaedic practice.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Completion of neck, low back, shoulder, and knee outcome modules. • Create a value calculation template that examines value through cost and outcomes based on clinical measures and performance. • Member orientation and guidance module. • Collaboration with EDGE TF • Provide a forum for Member involvement in developing ideas for Health Services Research to the Foundation for Physical Therapy. • Provide a forum to develop a collaboration in assisting the Foundation for PT in health services research. 	<ul style="list-style-type: none"> ➤ Obtain a license agreement between the Orthopaedic Section and the National APTA organization to share the intellectual properties related to these modules for development of an outcomes database. ➤ Complete development of the Knee Module and Case Report Forms (CRF). CRF include the following information: symptoms, examination findings, classification, interventions, outcome measure scores, utilization, and discharge status. <ul style="list-style-type: none"> ○ Obtain funding through the PT Foundation to collaborate with the Multi-Institutional Center on Health Services Training and Research (CoHSTAR) program. ➤ Complete development of the Shoulder Module and Case Report Forms (CRF). CRF include the following information: symptoms, examination findings, classification, interventions, outcome measure scores, utilization, and discharge status. ➤ Complete development of the Low Back Pain Module and Case Report Forms (CRF). CRF include the following information: symptoms, examination findings, classification, interventions, outcome measure scores, utilization, and discharge status ➤ Communicate with membership the opportunity to participate in the pilot testing of each module. ➤ Develop a Manual of Operations and Procedures (MOP) (electronic form) and conduct a national webinar that describes how to participate successfully in the pilot testing for each module <ul style="list-style-type: none"> ➤ Develop each module to capture data elements that will support meaningful reports and outcome studies of value-based care in orthopaedic physical therapy. ➤ Obtain a license agreement for each module (knee, shoulder, lumbar spine) as it becomes available for computerized development. ➤ Relies on and dependent upon Physical Therapy Outcomes Registry (PTOR) and/or other commercial vendors and federal or private grant funding agencies ➤ Webinars – both current and archived ➤ Instructional videos on Technology Platform ➤ As budgeted in Policy and Procedures 	<p>By 2020.</p> <p>By year end 2015</p> <p>Pilot test the Knee Module by 2016.</p> <p>By year end 2015</p> <p>Pilot test the Shoulder Module by 2016.</p> <p>By year end 2016.</p> <p>Pilot test the Low Back Pain Module by 2017.</p> <p>Upon completion of relevant module</p> <p>Upon completion of each module and prior to pilot testing</p> <p>Templates for data elements part of module development</p> <p>Create contract with APTA for each module</p> <p>Relies on and dependent upon integration of module data with business/documentation software, central database, and module itself</p> <p>Dependent upon completion of relevant module</p> <p>Provide representation of the Orthopedic Section to the EDGE Task Force. (2015-2020)</p>

	<ul style="list-style-type: none"> ➤ Collaboration with FPT ➤ Section to meet with FPT to discuss HSR ➤ Develop Work group to identify / advise BOD re: HSR opportunities 	<p>Develop programming and opportunities to learn about health services research and to promote ideas for specific research topics to the PT Foundation. (2015 – 2020)</p> <p>End of 2017</p>
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Education/Professional Development

Provide exceptional educational content for continuing competence in Orthopaedic Physical Therapy

- **Objective 1:** Develop a comprehensive plan using current technologies to access existing and emerging markets for the dissemination of orthopaedic physical therapy content.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Develop a technology platform 	Allocation cost related to resources with JOSPT to develop the technology platform.	Plan to launch by CSM 2016 (encompasses all options, podcasts, video clips, webinars, etc). Work in progress – detailed steps are already in place. Video clips added to current ISCs. Met.

- **Objective 2:** Promote and enhance the educational content, professional development opportunities, and the viability of the Annual Orthopaedic Section meeting (AOM), balancing didactic and hands-on learning experiences.

Performance Measures	Resources Required	Time Line
<p><i>Development of the MOP for the AOM to determine speakers and topics</i></p> <p>Conduct survey after each AOM in a timely manner</p> <p>Analyze feedback from previous AOMs and integrate feedback into future planning</p> <p>90% of overall quality rating of the AOM will be very good or outstanding</p>		<p>Completed prior to AOM 2016 – Met.</p> <p>Review annually</p> <p>Reviewed annually – Met for 2015</p>
<p>Involvement of the PR Committee in the promotion and Marketing of the AOM</p>	PR Committee	Starting in Feb after CSM of the current year and to continue monthly or as PR Committee determines
<p>Improve profitability of the AOM while maintaining the hands on experience</p>	PR Committee, Board and staff and AOM Planning Committee	Ongoing

- Objective 3: Analyze the needs of current residency and fellowship programs.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Determine awareness and curricular needs of orthopaedic residency and various fellowship programs. 	Survey residency and fellowship programs to include: <ul style="list-style-type: none"> • Curriculum package knowledge • Curriculum package interest • Additional curriculum and training resource need. Survey to be developed by members of the Residency and Fellowship EIG and ISC Advisory Panel	Q3-4 2015
<ul style="list-style-type: none"> • Complete revision of orthopaedic residency and fellowship curriculum. 	<ul style="list-style-type: none"> ▪ Practice, ISC Advisory Panel, and Section staff complete the review process of current policy and pricing structure. 	Technology Platform 2017

Public Awareness

Increase awareness of orthopaedic physical therapists as experts in movement and functional performance

- Objective 1: Develop a comprehensive communications plan to improve branding of the Orthopaedic Section and orthopaedic physical therapy in the broader health care environment and to the general public.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Communication Plan for communicating the connection between orthopaedic physical therapy and the Orthopaedic Section to the broader health care environment and general public that includes but is not limited to the following elements: <ul style="list-style-type: none"> ○ Steps for creating section brand, ○ Anticipated resources and budget necessary to implement the communication plan, ○ Delineation of roles and responsibilities of board, staff, and volunteers to achieve goals and objectives of a Communications Plan. 	<ul style="list-style-type: none"> • Section to select a communications consulting firm to work with the appropriate officers, committees, and staff to create a brand and comprehensive Communications Plan for the section, with the plan to be presented to the Board of Directors at the October 2015 meeting. 	<ul style="list-style-type: none"> • RFP process, specifications and timeline developed for Board approval September 2015 • October 2015 RFP released • Finalist RFP responses reviewed by the Board December 2015 • Selection of vendor no later than February 2016

- Objective 2: Educate the public about the value of orthopaedic physical therapy through ongoing media opportunities.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Communications Plan addresses need to communicate the connection between orthopaedic physical therapy and the Orthopaedic Section to the general public • Effective and consistent social media presence by the section coordinated by PR Committee 	<ul style="list-style-type: none"> • Vendor/consultant to define the PR committee volunteer role as contrasted with the responsibilities of staff for implementing the • Communications Plan • PR Committee to determine the best electronic and print media to reach the most individuals in the broader health care environment/general public. • PR Committee to draft message(s) clearly stating what orthopaedic physical therapy is and how it is connected to the Section in health care and in the general public for various electronic and print media. • PR Committee to post message(s) to applicable social media sites, Section web site. PR Committee to work with Section staff on getting messages into most effective printed format (flyers, brochures, ads in publications, etc.). • Increase Section staff time to manage timelines, graphic artists and printers, copyediting material, etc. 	<ul style="list-style-type: none"> • PR Committee to assist staff by providing ongoing feedback on website enhancements. • May require input from Membership Committee and technology group. • PR Committee to assist staff by collaborating on topics and themes for social media and making assignments from the committee beginning June 2015 • PR Committee to create a calendar of PR related messaging and plan to disseminate with staff no later than September 2015 • PR Committee to take responsibility for social media at Section Annual Meeting beginning May 2015 • PR Committee to meet monthly to accomplish goals and activities beginning June 2015.

- Objective 3: Promote the Section mission, vision and resources by an ongoing presence in print and electronic media.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • PR Committee to provide feedback to technology group, staff, and vendor on development of educational materials • Videos, articles, photos showing how physical therapy helps improve movement and function in everyday life, for athletes, for recreational sports enthusiasts, for all life stages. 	<ul style="list-style-type: none"> • New website design to be coordinated by staff with input from PR Committee • Assistance from technology group to suggest best way to create these educational media pieces. <p>Assistance from PR Committee to create written pieces best suited to various media</p>	<ul style="list-style-type: none"> • PR Committee to collaborate with technology group as requested 2015-2016 <p>May require input from SIGs that is specific to their area of physical therapy specialty. August 2015 and ongoing</p>

Objective 4: Increase media presence and awareness of the Section mission, vision and resources by Members, non-members, and consumers.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> Promotional material (ads, videos, articles, etc.) appear in various professional journals, public newspapers/magazines, television commercials, radio spots, social media, etc. Highlight section mission, vision, and resources on section website, publications, and in social media 	<ul style="list-style-type: none"> PR Committee and outside vendors working together to develop a plan including how often to hit each media outlet, when to change the message to keep it fresh, etc. <p>Finance Committee to help develop annual budgets to maintain an ongoing presence in both print and electronic media.</p>	<ul style="list-style-type: none"> Finance Committee meeting August 2015 PR Committee work with Communications Company vendor selected from RFP in 2016-2017 <p>May require use of our technology platform which may be additional cost.</p> <p>Need to investigate cost for various media ads, etc.</p>

Research

Provide resources and support for conducting and disseminating research to expand the knowledge base for orthopaedic physical therapy and to improve patient management

- Objective 1: Implement a sustainable National Clinical Research Network (CRN) to support multicenter orthopaedic physical therapy research through Section funded project grants and external funding within three years.

Performance Measures	Resources Required	Time Line
<p>The original CRN Project (OPT-IN) will result in two peer-reviewed publications that inform orthopedic PT practice.</p> <p>The Section Board will approve one CRN Project Grant for the 2016-2017 funding period.</p> <p>The CRN Project Grant will result in one peer-reviewed publication that informs orthopedic PT practice</p>	<p>No additional resources needed beyond the \$300,000 grant. <i>The \$300,000 has already been released.</i> Person Responsible: Chair Research Committee will monitor</p> <p>\$30,000 every two years (2016, 2018) with Board oversight and approval Persons Responsible: Chair Research Committee, External Grant Review Committee, and Board of Directors</p> <p>No additional resources required beyond the \$300,000 grant that has already been released. Persons Responsible: Chair Research Committee will monitor</p>	<p>September 2016</p> <p>February 2016</p> <p><i>The Board has already approved funding for 2016-2017 CRN Project Grant. Project approval will be based on a recommendation from the Research Chair/External Grant Review Committee</i></p> <p>September 2018</p>

- Objective 2: Implement a process to systematically disseminate findings from the research projects that have been funded by the Section within two years of completion.

Performance Measures	Resources Required	Time Line
<p>Conduct a comprehensive assessment of the Section's Grant Funding Program (including SIG grants) by surveying past grant recipients to obtain information on:</p> <ul style="list-style-type: none"> • Presentations • Publications • Additional grant funding 	<p>No financial resources are expected as the Research Chair and Section staff will use the Section's SurveyMonkey account. Persons Responsible: Research Chair, Research Committee, Section Staff, Board of Directors</p>	<p>Survey completed by October 2015. Results presented to the Board of Directors at the February CSM 2016 meeting.</p>
<p>Display a list of references for all publications that resulted from Section funding on the Section's Research webpage.</p>	<p>Persons Responsible: Chair Research Committee and Section Staff.</p> <p>No financial resources are expected.</p>	<p>March 2016</p>
<p>Work with JOSPT and PTJ to link to full text articles from the Section's website as a member benefit.</p>	<p>Persons Responsible: Research Chair, Executive Director, and Board of Directors.</p>	<p>October 2016</p>
<p>Start a quarterly reference list of 3-5 outstanding orthopedic articles to be posted in Osteoblast and/or the Section's Facebook page. Persons Responsible: Research Chair, Section staff</p>	<p>It is unknown at this time if financial resources will be needed. Section members should have access to both journals as a Section and APTA member. Linking to the full text article would simply be a convenience for Section members.</p> <p>No financial resources are expected</p>	<p>Start January 2016</p>

Advocacy

Advocate for orthopaedic physical therapist practice and access to care

- Objective 1: Develop a formal communication process to support relevant scope of practice issues related to orthopaedic physical therapy.

Performance Measures	Resources Required	Time Line
<p>Communication to members on relevant scope of practice issues related to orthopaedic physical therapy will be provided by the following members of the Practice Committee:</p> <ul style="list-style-type: none"> • Liaison to APTA Executive VP for Practice, Education and Research • State Government Affairs liaison • Federal Government Affairs liaison • Payment Policy liaison • Reimbursement liaison • Practice Committee Chair 	<ul style="list-style-type: none"> • Methods to disseminate information: <ul style="list-style-type: none"> • Utilize Osteoblasts for updates: regular features will include: <ul style="list-style-type: none"> ○ Government Affairs (State & Federal) ○ Practice ○ Payment policy ○ Reimbursement ○ Research • Utilize email for time sensitive issues • Work with APTA State and Federal Government Affairs • Annual report provided by Practice Committee • Periodic pertinent case reports published in <i>Orthopaedic Physical Therapy Practice</i> • Orthopaedic Section Social media (in conjunction with Public Relations Committee) • Identify key issues related to orthopaedic physical therapy in APTA's 2015-2016 Public Policy Priorities (Publish on website) • Increased support time for Osteoblast content and development <ul style="list-style-type: none"> ○ Section Office ○ Practice Committee members • Utilize Volunteer Interest form to solicit members for payment policy and reimbursement (2). (Investigate future move to separate committee) Showcase content for Practice, Payment and Reimbursement on the section website. • Collaborate with PR Committee to determine specifics 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annual</p> <p>2016</p> <p>Ongoing</p> <p>APTA timeline (once published, review with Board and disseminate to membership).</p>

- **Objective 2:** Develop a strategy for dissemination of payment policy reform information to members.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Collaborate with Education Committee for content at CSM and annual meeting related to payment reform/reimbursement. Criteria to be developed in conjunction with Education Committee for speaker contracts. • Case Studies of progressive payment /reimbursement and documentation models in conjunction with APTA, Orthopaedic Section's Research Committee to be published in OPTP • Utilize Osteoblasts, email, social media to alert members of relevant education opportunities related to payment policy (collaborate with APTA) • Practice Committee members: <ul style="list-style-type: none"> ○ Payment Policy lead ○ Reimbursement lead 	<ul style="list-style-type: none"> • Education Committee to incorporate payment/reimbursement and documentation criteria into review process for CSM submissions for emerging practice issues. • Education committee to inform AOM speakers to be prepared to answer payment/reimbursement questions. • OPTP capacity to publish content. Members to write case studies and collaborate with Research Committee • Committee members/liaison time • Utilize Volunteer Interest Form to recruit additional persons for payment policy and reimbursement responsibilities to include documentation 	<p>During review of CSM programming beginning 2017 and annually thereafter</p> <p>During conference calls with speakers for AOM.</p> <p>Ongoing</p>

- **Objective 3:** Develop strategies to improve access of orthopaedic physical therapy services for the underserved.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Centralized list of Orthopedic Clinics offering pro bono services (APTA website) • Collaborate with HPA Global Health on topic(s) for education session either at CSM or Annual Mtg. • Develop and disseminate resource list to members: <ul style="list-style-type: none"> ○ http://www.apta.org/ProBono/ ○ APTA Guidelines for Pro Bono Services. • Inform members re: Pro Bono Forum on APTA Communities (The Hub): http://www.aptahpa.org/forums/Default.aspx • Highlight/feature articles in <i>Orthopaedic Physical Therapy Practice</i>. Consider using volunteer engagement form to solicit articles on specific topics. 	<ul style="list-style-type: none"> • Designated time to compile list and display on Section website • Practice Committee • Designated time for development (Practice Committee) • Collaborate with PR Committee • PR Committee to interview and write 	<p>Q1 2016</p> <p>2016</p> <p>Q1 2016</p> <p>Q1 2016</p> <p>2016, ongoing</p>

Member Engagement

Support the development and allocation of resources to enhance membership retention and recruitment

- Objective 1: Develop a systematic process for recruiting and utilizing members for Section initiatives.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Membership Committee to recommend a process of recruiting and matching section volunteers to opportunities to serve the section. 	<ul style="list-style-type: none"> • Customize the IMIS membership database to allow fields for areas of interest, contact information updates, and pertinent background • Membership Committee and staff to define process for developing, disseminating & promoting new volunteer form • May require new committee or task force to provide input on development of database and volunteer form. • Increase staff time to input data, manage database and communicate with interested volunteers 	<ul style="list-style-type: none"> • Membership Committee to provide Policy Page updates and recommendations October 2015

- Objective 2: Enhance membership involvement in governance.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • All newly elected or advisory members of the Board of Directors, committee chairs, committee members, and SIG presidents receive a formal orientation to their duties in FY2016. 	<ul style="list-style-type: none"> • President, Executive Director, and Executive Associate • Establish formal orientation of the Nominating Committee 	CSM 2016 and annually thereafter, or as needed
<ul style="list-style-type: none"> • Increase the pool of qualified candidates for elected section offices • Written process and NC toolkit for identifying and soliciting nominees. 	<ul style="list-style-type: none"> • Nominating Committee position description is revised to reflect qualifications for being on the Nominating Committee, and other positions • Add NC chair to the monthly Board Conference calls as necessary 	September 2015 and annually thereafter August 2015 and monthly thereafter

- Objective 3: Develop strategies to enhance members' recruitment, retention, and engagement.

Performance Measures	Resources Required	Time Line
<ul style="list-style-type: none"> • Increase use of social media. • Send monthly electronic correspondence to non-Orthopaedic Section members. 	PR Committee Section office Recommended Bylaws change proposed by the Board of Directors	2016 2015 and ongoing 2017
<ul style="list-style-type: none"> • Develop ongoing communication process to increase membership 	The Section office, at the direction of the Membership Committee, will send monthly electronic correspondence to new, reinstated, lapsed and dropped members.	Ongoing