

***2020-2023 STRATEGIC PLAN***

***Vision:*** Optimize movement and quality of life of individuals impacted by cancer and chronic illness.

***Mission:*** Maximizing movement and wellness across the lifespan for persons affected by cancer and chronic illness through***advocacy, engagement, education and collaboration.***

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| ***GOAL #1: ADVOCACY*** |
| **Objective 1: Monitor Legislative and Regulatory Activities Impacting Oncologic Rehabilitation** |
| ***Strategies*** | ***Tasks*** | ***Desired Outcome*** | ***Budget Impact*** | ***Timeline*** | ***Responsibility*** | ***Who Needs to Know?*** |
| 1. Change Payment Models
 | * Advocate with Payers
* Self-funded Organizations
* Put Forward and Support Motions Through the APTA House of Delegates
* Liaison with PT PAC
* Representation and Participation at APTA Federal and Local Advocacy Events/Days
* Continued Communication w/Federal and Local Legislators Through Letter Writing Campaigns
* Compile List of CPT Codes as the Other Academies Have Done in the Past That Will Include Commonly Used Codes for Cancer Rehabilitation
* Compile List of Common Diagnoses for Which Rehabilitation Services are Considered Covered by Most Major Payers and Those That are not (a great jumping off point as to what we should be advocating for and to whom).
* Offer Resources for Home Health, Outpatient, etc for Multiple Settings
 | Increase our involvement as an Academy in advocacy at the federal and local level to maintain and improve levels of payment including for screening and telehealth.Provide resources for membership. | Travel Costs to Attend Advocacy EventsRegistration Fees for Advocacy Events | 3 years | Advocacy Chair | Executive CommitteeMember at LargeAdvocacy ChairDelegatesMembership |

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| **Objective 2: Encourage Involvement in Cancer-Related Affiliate Organizations** |
| ***Strategies*** | ***Tasks*** | ***Desired Outcome*** | ***Budget Impact*** | ***Timeline*** | ***Responsibility*** | ***Who Needs to Know?*** |
| 1. Support and Fund Members to Attend External Conferences (organizations)
 | * Identify organizations we currently have a liaison for and organizations we would like to collaborate with.
* Encourage continued involvement by existing liaisons.
* Identify members to be appointed as a liaison with newly identified groups.
* Develop a Budget for meeting/ conference attendance.
* Partner with APTA to find resources and potential partnerships with external organizations.
 | Have a list of organizations with identified liaisons to date.Identify at least 2 additional organizations per year to collaborate with.Engage membership for input and involvement to identify organizations. | Membership Fee/Registration Fee to OrganizationsTravel Costs to Meetings or Utilize Virtual Attendance Options | 3 years | Member at LargeMembership Chair | Executive CommitteeOrganizations we will collaborate withMembership |
| 1. Support and Fund Members to Present at External Conferences (individuals seeking funding apply through a grant/scholarship mechanism)
 | * Establish Process for Members to Request Sponsorship to Conferences
* Identify at Least 2 Key Conferences/Organizations
* Fund 1-2 Members Per Year
 | Expand our brand and collaborate for mutual benefit and shared resources. | Each Budget Will Have a Total Amount Available and Per Event Cap (eg $1000 per scholarship) | 2 years | SecretaryMember at LargeOutreach | Executive Committee |
| 1. Collaborate on Shared Initiatives with Identified Affiliate Organizations
 | * Identify Opportunities for Collaboration on Product (eg CPG, Fact Sheet, Patient Education Flyer) With 2 Key Affiliates
* Identify Members as Liaison/ Project Leads for Designated Initiatives
 | Expand our brand and collaborate for mutual benefit and shared resources. | None | 2 years | Member at LargeOutreach | Executive CommitteeSelected AffiliatesEducation |

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| ***GOAL #2: ENGAGEMENT*** |
| **Objective 1: Expand Member Engagement and Cultivate Future Leaders** |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Engage Students and New Professionals Interested in Oncologic Rehabilitation Through Mentorship, Education, and Volunteer Opportunities
 | * Establish Student and New Professional (SNP) Subcommittee.
* Provide volunteer opportunities for SNPs.
* Facilitate state, and regional SIGs to engage more SNP’s.
* Nominate an APTA Emerging Leader annually.
* Establish a 'standard' one-hour educational session that can be presented at regional student conclaves.
 | Engage students while still in school.Foster professional development and member engagement within Academy.Recognize and promote upcoming leaders.Engage recent residency graduates or new professionals to be presenters. | Educational Session: HonorariumUp to $500 Travel if Presented in Person | Volunteer Opportunities and State/Regional SIGs: OngoingEmerging Leader Nomination: Annually | Outreach ChairSNP LeadershipSNP LiaisonMembership Chair | Member at LargeSNP LeadershipMembership Chair  |
| 1. Cultivate Future Leaders
 | * Identify and Develop Successors for BOD Positions
* Fund Incoming Leaders to Attend the CSM Board Meeting
* Fund At Least One Member for the APTA Centennial Scholars Program
 | Promote professional development, identify new leaders, facilitate transitions of new leaders.Foster future APTA Oncology leaders, support capstone project to benefit Academy and its members. | $500 eachAPTA Centennial Scholar: $4,000 | Identify/Develop BOD Successors: OngoingIncoming Leaders to Attend CSM Board Meeting: AnnuallyScholar: 2020 and Beyond | All BOD Members | Nominating Committee |

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| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Leverage Oncologic Clinical Specialists for:
* Mentorship
* Educational Content Development
* Education
* Advocacy
* Mentoring
* Consulting
* Service
* SACE/Item Writing
* ABPTS Case Reviews
* Serving the Academy
 | * Develop series of Educational Videos to feature Specialists on the Academy YouTube channel.
* Engage Specialists through mentorship of students, new professionals, and other members within Academy.
* Provide and advertise opportunities via social media and email blasts for Specialists to engage in APTA Oncology initiatives.
 | Promote Academy-created and endorsed educational contentHighlight content experts from within AcademyPromote member mentorshipEngage Specialists to increase quality of Specialization Exam and process | YouTube: Minimal. Potential cost if progressed with professional production | YouTube videos: Series launch 2021 prior to CSM. With ongoing effort to release regular content (6-12x/year)Mentorship: Engage initial group of mentors prior to CSM 2021. Ongoing as formal mentorship program is developed: See timelineOpportunities such as SACE/Item writing, ABPTS Case Reviews: Annually/ongoing | MembershipEducationSocial Media | MembershipEducationMember At LargeSpecialty Council |
| 1. Establish Mentorship Program
2. Develop Volunteer Opportunities
 | * Delegate task force to initiate establishing of Mentorship Program.
* Engage students, new professionals, new APTA Oncology members, current/past residents to assist in ongoing opportunities (i.e. reviewing/updating materials, etc).
* Request volunteer opportunities from each committee chair/BOD member prior to each BOD meeting.
* Leverage APTA Engage to post APTA Oncology volunteer opportunities.
 | Facilitate development of Mentorship ProgramDevelop new leaders and provide membership opportunities for involvement | None | Task Force: 2021Request volunteer opportunities prior to BOD meeting: Prior to first BOD meeting of 2021, ongoing | Outreach ChairMembershipSNP ChairSNP Liaison | All BOD membersResidency SIG Chair |

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| **Objective 2: Increase the Reach of the Journal**  |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Succeed in Achieving PubMed Indexing
2. Increase Submissions to the Journal

 1. Increase Social Media Content Related to the Journal
2. Increase Number of Podcasts Per Year by 50% (Currently 4-5/year) to 6-7/year
3. Increase Non-member and OVID Subscriptions by 1-2%
 | * Engage members, specifically participating in research, to participate in the podcast.
* Extend podcast platforms onto Spotify, Apple music, etc.
* Advertise new issue and PAP articles via social media
* SNP Subcommittee to feature 1 Rehab Oncology article per month as a “Must Read Monday” feature, and to leverage Rehab Oncology articles for Journal Club and case reports for discussion.
 | Improve impact factor of Rehabilitation OncologyImprove access and dissemination of evidenceIncrease readership/dissemination/critical appraisal among students/new professionals |  | PubMed Indexing: 2022Extend podcast to additional platform(s): 2021SNP features: 2021 | Research CommitteeEditorSNP LiaisonSNP Social Media Chair | Member EngagementOutreach |

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| **Objective 3: Redefine the APTA Oncology Structure**  |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Explore alternative board structures.
2. Revise Job Descriptions, Expectations
3. Develop and Implement New Board Member/ Volunteer Orientation
4. Utilize Technology for Meetings (ie, Zoom)
 | * Create a TF to consider alternative board structures.
* Each Board Member/ Committee/SIG Chair reviews their Job Description and edits to include a new format with expectations of time, travel, etc.
* Schedule new Board/Volunteer Orientation annually using the BOD Orientation Template.
* Use Zoom for Board/ Executive Committee Conference Calls.
 | Create board structure that facilitates clear communication and opportunities for collaborationImprove expectations for current and incoming leadersFacilitate transition of leadership | Zoom: $150 Annually | Task Force: 2021Job Description: 2021Orientation: Annually | All BOD membersCentennial Scholar | Nominating CommitteeExecutive Director |

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| **Objective 4: Increase Communication With Membership** |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Regular email blasts to include relevant updates and opportunities for involvement
2. Video Updates on YouTube channel
3. Share educational/networking opportunities in the area of oncology and HIV rehabilitation
4. Initiate opportunities for synchronous connection
 | * Disseminate post-CSM update to include Business Meeting Wrap Up and other conference “happenings”
* Clearly communicate opportunities for involvement within Academy including calls for nominations, calls for journal articles, etc.
* Create video update(s) to share news/updates from APTA Oncology
* Update Oncology Rehab/Lymphedema calendar with upcoming events/opportunities
* Plan & host town hall event to share updates and increase communication between leadership and membership
 | Improve membership engagementIncrease awareness of national-level initiatives and news (i.e. HOD updates) | None | CSM and Business Meeting wrap up: By March following CSM, AnnuallyVideo update: Initiate 2021, with ongoing efforts to release 2-4x/yearCalendar: Update 4x/year, or as needed to maintain up-to-date offeringsBi-annual | SecretaryMember EngagementSocial MediaLymphatic Diseases SIG ChairMembershipMember at Large | OutreachExecutive Director |

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| ***GOAL #3: EDUCATION*** |
| **Objective 1: Foster and Develop Best Practices in Oncologic Education for All Stakeholders** |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Develop and Facilitate Implementation of Core Competencies Into Entry-Level PT/PTA Education
 | * Establish taskforce of content experts after appointment of taskforce chairs
* Collaborate with ACAPT and Education Academy
 | Development and publication of core competencies document | Minimal - Zoom meeting support and dissemination after publication | Dec 2021 | Designated board member TBDEducation SNP Subgroup | All PT Program DirectorsMembership |
| 1. Develop the Academy's Curriculum Framework for Developing Residencies
 | * Reach out to content experts to Zoom record their past presentations for hosting on Onc Website
* Make it available for those studying for the Oncologic Specialist Certification Examination.
* Engage SNP Subcommittee to explore what is currently provided in various curricula across the country
 | Develop and offer oncology residency curriculum content1 module per quarter | $200 honorarium per module. $800/year | Dec 2022 | Education SubcommitteeResidency SIGSNP Subgroup | EC Executive DirectorMembership Committee |

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| **Objective 2: Expand Educational Offerings**  |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Continue to Develop New Courses That Can Be Offered Virtually or In Person Through the Academy, Utilizing the APTA Learning Center or Other Platforms
 | * Review CSM course offerings for sessions that may translate well as virtual/regional courses.
 | Establishment of 1-2 new regional courses per year | Honorarium | Dec 2023 | EducationRegional Course Chair | MembershipNonmembers |
| 1. Collaborate with the Research Committee and Continue to Develop Questions for OncoReadsSM
 | * Develop at least one new OncoReadsSM annually.
 | Identify and invite person to establish questions | None - volunteer | Dec 2023 | Journal Editorial StaffExecutive Director (for marketing) | Research Committee (consultative role) |

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| ***GOAL #4: COLLABORATION*** |
| **Objective 1: Collaborate with Other Sections/Academies** |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Promote Oncologic Specialization at APTA Component Conferences
2. Consider Committee Leader Meetings for All Sections/Academies at CSM (I.e. Research, Education) As A Way to Network and Generate Collaborations
 | * Have a booth at partner conferences and other oncology organization conferences.
* Reach out to state chapters for promotion of specialty exam.
 | More awareness of Oncologic Specialization and oncologic rehabilitation. | Minimal - printing brochures for conference | Annually | Membership Chair |  |

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| **Objective 2: Cultivate, Advance and Translate Research in Oncologic Rehabilitation** |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Develop an Infrastructure to Mentor Junior Faculty and Clinicians Interested in Pursuing Oncologic Rehabilitation
 | * Assess mentor/ mentee needs and desires to support development of mentorship program
* Create list of mentors
* Explore automated pairing of mentorship using technology.
* Provide ongoing support for mentor/mentee partnerships
 | Professional development of junior faculty in the field of oncologic rehabilitationDevelopment of new leaders | None/Minimal impact for website development | Assess mentor/mentee needs: Q2 2021Mentor list: End of year 2021Completed Platform - Q2 2022 | Mentorship task force (Goal 2, Obj 1, Strategy 4)Outreach ChairMembership Chair | Student & New Professional SubcommitteeWebmaster for development of online platform |
| 1. Develop a Plan to Partner with Oncology Residency Programs to Engage Research
2. Develop an Outreach Role in Research Committee to Facilitate Mentorship Opportunities in Research, Presentation and Writing
 | * Create a system to partner clinical researchers to residency programs.
 | Facilitation of research engagement and education among upcoming leaders |  | Completed System by Feb 2023 | Research CommitteeResidency SIG | Mentorship task force |
| 1. Generate Literature and Research that can Inform our Profession and Other Health Care Colleagues
 | * Complete one manuscript through collaboration led by Research Committee
 | Publication in Peer-Reviewed Journal |  | 2023 | Research Committee | Research Committee |

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| ***Objective 3: Promote Awareness of Physical Therapist Services to All Stakeholders and Facilitate Inter-Professional Collaboration for Optimal Oncologic Rehabilitation Across All Practice Settings*** |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Develop New Fact Sheets for Consumer and Professional Use
 | Develop at least 2 fact sheets/year* Hematological
* Prostate
 | Increased awareness of benefits of physical therapy for included cancer diagnosesIncreased clinical guidance for therapists treating patients with included diagnoses | None | 2 fact sheets/year beginning 2021 | Education Committee | Outreach Committee |
| 1. Collaborate With PTNow, Shirley Ryan Ability Lab
 | * Identify 2 opportunities for collaboration with each group
* Identify membership liaison lead for collaborations with each group
 | Increased dissemination of cancer-specific resources & knowledgeFacilitation of EBP via increased use of appropriate standardized outcome measures for use in oncology practice |  | 2023 | Member at large | ResearchEducation |
| 1. Facilitate the Formation of an Oncology SIG in each APTA Chapter
 | * Identify at least 5 chapters annually and a member to facilitate the formation of the SIG.
* Provide funding mechanism and administrative support.
 | Enhanced awareness of oncology as specialist practiceIntegration with other specialty practice areas to elevate knowledge of cancer-specific considerations within specialty groups  |  |  | MembershipOutreach | Executive committee |
| 1. Educate Consumers on What PTs can do for Patients with Cancer and for Survivors
 | * Develop and disseminate consumer-friendly information:
	+ Video
	+ Brochure
 | Increased awareness of benefits of oncologic physical therapy |  | Q2 2022 | Education CommitteeOutreach Chair | Membership Chair |
| 1. Shift Thinking From an Illness Model of Health Care Delivery to a Wellness Model of Health Care Delivery
 | * Free access publications on website.
* Develop educational fact sheet highlighting wellness model of care delivery
 | Enhance education of key stakeholders |  |  | Education |  |
| 1. Reduce the Stigma of Chronic Illness
 | * Define problem of stigma associated with chronic illness
* Develop 1 educational tool aimed at reducing stigma
* Identify 2 appropriate mechanisms (eg social media, etc) to disseminate information geared towards reduction of stigma
 |  |  |  | Education | ResearchOutreachMembership |
| **Objective 4: Support SIGs and Assist in Dissemination of Content to Benefit Membership** |
| **Strategies** | **Tasks** | **Desired Outcome** | **Budget Impact** | **Timeline** | **Responsibility** | **Who Needs to Know?** |
| 1. Develop SIG Member Benefits
2. Update SIG Bylaws and Election Process
 | * Quarterly Conference Calls w/SIG Chairs
* SIG member benefits drafted and added to SIG websites
* Update SIG Bylaws and submit to Executive Director
* Coordinate SIG election process/timing with Academy
* Clarify strategies for succession planning (e.g Establishing a SNP on each SIG)
* Establish SIG relationships with partner organizations and disseminate information to key stakeholders
	+ Linking to Clinical Conversations on Website
 | Increased benefits to joining SIGsImproved and more consistent communication between SIGs and Academy to facilitate improved support | None | Conference calls: Q2 2020Member benefits: Q1 2021Bylaws: Q1 2021Coordinate elections and succession planning: Q4 2021 and ongoing | OutreachVPSIG Chairs | Executive DirectorNominating CommitteeSNP Subcommittee |