



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

### Mission

ANPT is a professional membership community advancing neurologic physical therapy through advocacy, education, research and clinical practice initiatives and resources to optimize movement and wellbeing 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

## 2026 ANNUAL PRIORITIES

2026				
<b>Core Strategy #1: Quality Resources: Advance neurologic physical therapy through knowledge creation and translation</b>				
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%.	Blending of compendium revision; Sue's TF has closed. Potential compendium update + responsible for survey.	 Underway. Will continue – March 30 2026 new deadline for submission
<p>2. Strengthen conferences and events to a wider/diverse audience</p> <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)		 5th AC completed. Needs further discussion after AC
<p>2. Strengthen conferences and events to a wider/diverse audience.</p> <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. All

		Identify clinician researchers in registration; Estimate # of clinician researchers and first-time submitters submissions in 2022; increase 10% in 3 years (2026)		2025 sessions encouraged to include interactive elements
3. Establish a process for identifying & selecting topics for high impact evidence-based documents <ul style="list-style-type: none"> <li>a. Review and update policy/procedures in EBD Manual to reflect best practices</li> </ul>	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) -Reference management software	 DONE – approved 11/24
3. Establish a process for identifying & selecting topics for high impact evidence-based documents <ul style="list-style-type: none"> <li>b. Complete a need and resource assessment for ensuring quality and sustainability of EBD products</li> </ul>	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	-Librarian -User experience design (website) -Stipend -Trainings -Delphi software (needs assessment)	 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. 2.25 – conferring with EBD cmte.

		Disseminate the P&P for review of products		
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## 2026

Core Strategy #2: <i>Expand and Engage Membership: Create a connected and diverse community of neurologic physical therapy providers</i>				
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 process. Member/PR to be the lead. EO discussing student engagement with cmte. New web landing page drafted for students. Oct social media was high engagement with cmte posting resources/content. Encourage cmte involvement going forward</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</p> <p>Education</p>	<p>Number of participants in mentoring relationship; evaluation collaboration</p> <p>__% of those interested in volunteering are matched with an</p>		 <p>Per budget conversation, this is paused for now.</p>

		opportunity within 2 years  ___% from volunteer list used (esp. new)		
2. Increase member networking and engagement opportunities <ul style="list-style-type: none"> <li>a. Attempt to have more integrated way/methodology where interested volunteers connect with volunteer opportunities including a system for managing the volunteer list</li> </ul>	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		 EO is finalizing updated volunteer process for 8/1 implementation. Partnered with BOD for input.
3. Integrate the ANPT's EMBRACE Committee's work into membership, engagement, and other aspects of the organization <ul style="list-style-type: none"> <li>a. Develop criteria for an award to attend Annual Conference for underrepresented populations and/or individuals working in the inclusion arena</li> </ul>	EMBRACE Committee  Awards Committee	Track # of successful initiatives/programs started, collect "baseline" data on demographics of membership		 In process. Current draft to be revisited. EO proposing recommended timeline and logistical needs. Shared 12/25 for consideration

2026				
<b>Core Strategy #3: <i>Operational Excellence: Cultivate an organizational culture and infrastructure that strengthens efficiency, transparency and sustainability</i></b>				
Annual Priority	Responsible Parties	Performance Measure	Resource Implications	Status
1. Complete an ANPT governance review <ul style="list-style-type: none"> <li>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:</li> </ul>	Executive Office & Board of Directors	___% of members on survey state that organization structure of ANPT meets member need 1 year after completed review	EO support for RFP for consultant  Outside consultant for governance review – associated contract and fees	 Consultant hired. Work underway. New mission statement. Focus group meetings completed.

<p>b. Has the complement of our content become so large such that members are unable to readily access best resources?</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>__% 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>Potentially: Time/ personnel support to design and analyze survey &amp; Time/ personnel to design and analyze focus group data</p>	<p>Bylaws submitted to APTA. Reviewed options for governance structure. New SIG charter drafted and in discussion</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</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>New program review tool drafted. Plan to review 1 program/ qtr in 2025.</p> <p>Qtr 1: Res/Fel grant DONE</p> <p>Qtr 2: Nom Cmte DONE</p> <p>Qtr 3: SIGs DONE</p> <p>Qtr 4: Online ED DONE</p> <p>Process will continue in 2026</p>

		structure meets their needs by 1 year after review is completed		
2. Redesign the ANPT Website to increase awareness, user accessibility, and information organization a. (Starting 2023) Develop a plan to remove or replace old/outdated material on website	Director of Comm & Digital Communication Committee (All committees and SIGs to look over their part as directed)	Baseline satisfaction score established prior to redesign  Increase satisfaction score by 10% after redesign  Increase Google ranking on pages by 5 positions  Website traffic increased by 15%  All resources on website are accessed within 5 clicks	Membership and Communications Specialist (EO) for support  Outside group/consultant for website design – associated contract and fees  New staff for website feedback  Utilize content experts in each area	 Done –Refinements expected in coming months.
2. Redesign the ANPT Website to increase awareness, user accessibility, and information organization b. Provide website training for all work groups, committees, and executive office staff	Member/PR	Increase satisfaction score by 10% after redesign  Increase Google ranking on pages by 5 positions  Website traffic increased by 15%  All resources on website are accessed within 5 clicks	Specialist (EO) for support  Outside group/consultant for website design – associated contract and fees  New staff for website feedback  Utilize content experts in each area	 Done. EO and cmte provided training videos.

3. Ensure that executive office resources are operating to best and highest levels  a. Ensure that strategic plan and operationalized activities are in parity with management agreement	President & President-Elect; Board of Directors; Executive Director	Staffing workload is meeting budgetary projections within 10%	Consider GMP FTE revisions	 Moving forward – April 2025 annual scope review completed
4. Establish thorough and inclusive communication both within leadership and to membership (following best practices)  a. Pursue agenda items for regularly scheduled leadership calls from work group leaders	President, EO All SIGs and Committees as appropriate	90% of BOD, SIG leadership, and committee/task force leadership report that they are satisfied with ease and efficiency of communication		 Implemented 2 <sup>nd</sup> qtr 2025 new form to submit agenda topics. Missed this for Nov meeting.
4. Establish thorough and inclusive communication both within leadership and to membership (following best practices)  b. Explore software strategies that promote ease of communication and access to resources	Director of Comm;  Executive Office to gather GMP and industry best practices  All SIGs and Committees as appropriate	90% of BOD, SIG leadership, and committee/task force leadership report that they are satisfied with ease and efficiency of communication	Time/personnel to investigate Slack, MSTeams, etc., budget information, processes for nominations and volunteer selections, etc., are posted on the website	 Removed 2.25.
5. Investigate the economics of free vs. paid resources to find the optimum balance & model for the future financial stability  a. Identify in-house or consulting resources to conduct the evaluation	Board of Directors – President (lead)	Yes/No - Information gathered from other Sections/Academies  Yes/No - Identify external resource	Consultant - fees; Executive Office	 Moving ahead. NSC/MOSC materials moved behind paywall as 1 <sup>st</sup> step. New member communications drafted to highlight member/non member access and value. SSO in place with APTA though new members do have a 24 hr delay in data getting added to ANPT list.

				EO raised issue of member data not kept up to date related to SIG lists and other platforms.
5. Investigate the economics of free vs. paid resources to find the optimum balance & model for the future financial stability  b. Include APTA & other Section/Academies to determine best practice models	President (lead), Board of Directors	Yes/No - Information gathered from other Sections/Academies  Yes/No - Identify external resource	Consultant - fees; Executive Office	 Chart of other components paywall use shared Nov with board.

2026				
<b>Core Strategy #4: Advocacy &amp; Awareness: Expand the influence of neurologic physical therapy with all stakeholders through advocacy and awareness</b>				
Annual Priority	Responsible Parties	Performance Measure	Resource Implications	Status
1. Evaluate and expand patient-facing documents for breadth, consistency, visibility, accuracy, best-practice  a. Ensure website accessibility (in conjunction with Website redesign having more on the Consumer tab)	<b>All SIGs (key contact)</b>  Advocacy & Consumer Affairs Committee  <b>Digital Communication Committee &amp; Website Team</b>  HPW committee  INPA	Add at least 5 patient fact sheets per year.  Review Fact Sheets & patient facing docs, create a depository for Advocacy to evaluate for reading level.  Website update to consumer page		 Moving ahead – use Advoc Cmte guidelines for work groups to assess their pages
1. Evaluate and expand patient-facing documents for breadth, consistency, visibility, accuracy, best-practice  b. Explore translation of documents into different languages with INPA	All SIGs  Advocacy & Consumer Affairs Committee	Add at least 5 patient fact sheets per year.  Review Fact Sheets & patient facing docs,		 MOU in place between ANPT & INPA to clarify how orgs will partner

	Digital Communication Committee & Website Team  HPW committee  INPA	create a depository for Advocacy to evaluate for reading level.  Website update to consumer page		
2.Advocate for the appropriate utilization of neuro PT to serve the comprehensive needs of our patients  ● Primary care ● Patients ● Payers ● Generate marketing materials for patients and PTs to take to primary care and specialist physicians/primary care providers	Advocacy & Consumer Affairs Committee  Practice Committee  ANPT delegates  Specialization & Advanced Proficiency Committee With new Consumer & Care Partner TF			 Moving ahead. TF established. TF to draft a plan with budget as moved to a national campaign
2.Advocate for the appropriate utilization of neuro PT to serve the comprehensive needs of our patients  ● Primary care ● Patients ● Payers ● Engage patients and caregivers in advocacy activities to emphasize the relevance of PT within the healthcare system and to focus ANPT advocacy initiatives ● Partner with patients for lobby-day events and possibly include videos of pre/post-PT to tell their story	Advocacy & Consumer Affairs Committee  SIGS Practice Committee  ANPT delegates  Specialization & Advanced Proficiency Committee Consumer & Care Partner TF			 Moving ahead. TF established
2.Advocate for the appropriate utilization of neuro PT to serve the comprehensive needs of our patients  ● Primary care ● Patients ● Payers ● Develop a "What can a Neuro PT do?" resource for other health care providers including information about value of services over time	Advocacy & Consumer Affairs Committee  Practice Committee  ANPT delegates			 Moving ahead

<p>(after an acute event or throughout a disease process)</p>	<p>Specialization &amp; Advanced Proficiency Committee With new Consumer &amp; Care Partner TF</p>			
<p>3 Establish a meaningful partnership with patient advocacy groups and rehabilitation organizations related to neuro conditions</p> <p>a. Look for ways to help organizations' lobbying efforts through endorsements</p>	<p>SIGs  Advocacy &amp; Consumer Affairs Committee  Consumer &amp; Care Partner TF</p>	<p>Identify and increase collaboration/partners by 10% each year.</p> <ul style="list-style-type: none"> <li>• CPG links</li> <li>• Invitation to participate in work groups</li> <li>• Web page links</li> <li>• PT identified on their materials</li> </ul> <p>Evaluate annually engagement levels between each organization.</p>		 <p>TF met with APTA to learn from them. Still in discussion.</p>
<p>4.. Building from Evidence Elevates national campaign to influence 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  new Consumer &amp; Care Partner TF  Advocacy &amp; Consumer Affairs Committee</p>			 <p>Moving ahead</p>
<p>4. Building from Evidence Elevates national campaign to influence consumers, payors and non-PT providers</p> <p>b. Help consumers of neuro PT understand high quality of care</p>	<p>SIGs  new Consumer &amp; Care Partner TF  Advocacy &amp; Consumer Affairs Committee</p>			 <p>Moving ahead</p>

<p>4. Building from Evidence Elevates national campaign to influence consumers, payors and non-PT providers</p> <p>c. Launch the “5 things patients and therapists should ask about neuro PT” (see example below)</p> <p><a href="https://www.choosingwisely.org/societies/american-physical-therapy-association/">https://www.choosingwisely.org/societies/american-physical-therapy-association/</a></p>	<p>SIGs</p> <p>new Consumer &amp; Care Partner TF</p> <p>Advocacy &amp; Consumer Affairs Committee</p> <p>Specialization &amp; Advanced Proficiency Committee</p>			 <p>Moving ahead</p>
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