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**Registered Massage Therapists'
Association of BC
Strategic Plan
2018-2021**

Dialogue with the RMTBC Board and Senior Team

Facilitated by Stacey Holloway

June 2nd, 2018

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Participants

Brenda Locke Executive Director	Gordon MacDonald BSc Associate Director
Scott Nicoll RMTBC Legal Counsel	Sandra Coldwell RMT Board Member
Alison Coolican RMT Board Member	Voula Soursos RMT Board Member
Lizette Tucker RMT Board Member	James Johnston RMT Board Member
Anne Horng RMT Board Member	Theresa Draper RMT Board Member
Walter Ament RMT Board Member	

Facilitated By:

Stacey Holloway of the Holloway Group.



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INTRODUCTION TO STRATEGIC PLANNING

Strategic Planning

For our purposes, tactical planning and operational planning are synonymous. Both relate to *how* to get the job done, whereas strategic planning is *what* shall be done.

“...the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future.”

Strategic Process

Simply put, the strategic process is the task of...

- Understanding the opportunities and threats in your present and future environment
- Understanding your resources – your strengths and your challenges
- Defining the best link between your capability and an opportunity
- Irrevocably allocating resources toward achieving that link

Why is This Important?

Takes you outside the day-to-day activities of your organization and helps give you clarity about what you actually want to achieve and how to go about achieving it rather than a plan of action for day-to-day operations.

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Pieces of a Strategy



Components of a Strategic Plan

Mission – Developing a sound statement about why you exist.

Core Values and Beliefs – Describes behaviours and ideas that are important to your organization.

Vision – Developing a clear understanding of your preferred future.

Strategic Issues – The issues that create a gap between the ideal and reality.

Strategic Priorities/Objectives - Strategic priorities/objectives are the coherent group of overarching goals and key levers for improvement that will achieve the future vision.

Strategic Priorities/Objectives tend to address the following areas:

- Financial
- Market Focus
- Product/ Service
- Organizational Effectiveness
- People Development
- Innovation
- Abandonment

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Strategic Initiatives – Strategic Initiatives are the projects and programs that support and will achieve the Strategic Priorities/Objectives.

Draft Action Plans – How are you going to achieve your Vision?



PURPOSE AND TASKS

Purpose of This Session

To examine and build on the experience of the Board of the RMTBC.

- Broadly speaking, the purpose of this facilitated session is to examine and build on the knowledge and experience of the Board of the RMTBC and achieve agreement concerning its destiny.

More Specifically ...

- Ensure the long-term direction for the RMTBC is both clear and supported by the members of the Board;
- Enhance the strategic effectiveness of the RMTBC;
- Identify key Issues to our success;
- Identify and agree on Strategic Priorities;
- Provide draft input into Initiatives; and if there is time
- Create plans to address those identified Initiatives.

Agenda:

8:30 a.m. – 9:00 a.m. – Coffee and Continental Breakfast

9:00 a.m. - 9:30 a.m. – Welcome, Introductions, Housekeeping

- o Review of Purpose, Tasks, Process to be Followed
- o Guidelines for the Session/Agenda for the Day
- o Review of Strategic Planning

9:30 a.m. – 4:30 p.m. – Group Work and Facilitated Dialogue

5:00 p.m. – Wrap up, Conclusions, Next Steps

5:00 p.m. – Dinner



FACILITATED DIALOGUE

The day opened with the facilitator reviewing process factors for success as well as guidelines for the day and gaining agreement to the guidelines.

Process Factors for This Strategic Planning Session to be a Success Include:

- Board members to be the driving force behind the content of the session and the outcomes delivered.
- To really listen.
- Active participation by all participants - for everyone to commit to this process.
- We need to create an environment where everyone is free to share their thoughts.
- Honest and open dialogue.
- We need to be respectful of and open to all perspectives.
- We need activities that will engage the creative, think outside the box ideas.
- Success is all of us working together to find a solution to the issues we face.

Guidelines

- One person speaks at a time
- Be on time and respect the working timelines.
- One topic at a time.
- Share the air time.
- Listen beyond the words.
- All the facts are friendly.
- Feelings are facts.
- Conflict leads to creativity
- Speak for yourself. Use “I” statements. Avoid generalizations.
- Respect each other’s contributions and ideas.
- Shift judgment to curiosity.
- Listen first to understand before you speak to be understood.
- Move about as you please.
- Put away the toys!
- Laughter helps.



MISSION, VISION, CORE VALUES

The facilitator presented the RMTBC Mission and Values and Vision.

RMTBC Mission

Mission or Core Purpose is the reason the RMTBC exists. It is defined as ‘what we do for whom and why’ – simply an expression of what already exists.

The RMTBC Mission is to promote the health and wellness for British Columbians and to advocate and serve the RMTBC members while advancing the art, science and practice of massage therapy provincially and nationally.

RMTBC Core Values

Core Values are those values that refer to here-and-now beliefs about how things should be accomplished. Values help us determine what to do and what not to do. Members of an organization should be able to enumerate the organizational values and have a common interpretation of how the values will be put into practice.

The Core Values of the RMTBC are as follows:

- Integrity
- Accountability
- Collaboration
- Excellence

RMTBC Vision

Burt Nanus, a well-known expert on the subject defines a Vision as a realistic, credible, attractive future for [an] organization.

A Vision Statement: A short concise statement of your organization’s future state.

The RMTBC Vision is as follows:

To be a global health care leader by advancing the science and practice of massage therapy.



DEVELOPING THE PLAN - WHERE ARE WE STARTING FROM?

Strategic Analysis

- Environmental Scan
 - Gathering of information that concerns the organization's environments.
 - Analysis and interpretation of this information.
 - Application of this analyzed information in decision-making.

Assess the Internal and External Environments

S	Strengths	<i>Internal Environment</i>
W	Weaknesses	
O	Opportunities	<i>External Environment</i>
T	Threats	

INTERNAL	EXTERNAL
Build on strengths	Exploit opportunities
Resolve challenges	Avoid threats

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The Executive Director presented the results of a recently completed public survey by Lux Insights. It was felt that this information would assist the board as a portion of their environmental scan. The information contained within the survey report stated several important elements.

Key takeaways included the following:

- (1) A need to educate the public regarding who and what RMTs are and the conditions they can treat
- (2) The importance of identify that RMTs area regulated health profession
- (3) Leverage the positive perceptions of the effectiveness of RMTs.

The survey also highlights that the RMTB should consider improving the knowledge of the profession to the public as only 39% of respondents were somewhat familiar with RMTs. This also demonstrated that only half of those surveyed knew that RMTs are regulated similarly to PTs and nurses.

Another interesting point was that an equal proportion of British Columbians seek massage therapy from RMTs, and masseuse or bodyworkers. This demonstrates a need to distinguish the benefits between registered and non-registered massage.

Further, information shared from the survey leads to possible improvements in communication to the public regarding how RMTs could help to treat cognitive issues with neck, muscle and back pain as key areas.

Places for seeking treatment areas were also identified through the survey with medical clinics, spas and on-site offices as the three main areas.

An important element noted, was that the key motivation for the public to visit an RMT comes from recommendations, especially from medical practitioners. Seeing or hearing the benefits of massage therapy was a secondary motivator for visiting an RMT. Again, many would also be more inclined to visit an RMT if they knew more about the conditions treated by RMTs and the profession in general.

Insurance and extended health care benefits held by members of the public held a significant influence as to the likelihood of the public to access treatment by and RMT. Further, 39% of those surveyed did not have extended health insurance coverage. The survey also showed a reduction in the number of the members of the public who have extended health benefits.

STRATEGIC PRIORITIES

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Strategic Priorities are one of the fundamental building blocks of a strategic plan. Strategic Priorities are long-term and should be aligned with the organization's Mission and Vision.

Identified and Agreed-Upon Strategic Priorities in 2013-2016

- Scope of Practice
- Research
- Communication
- Education
- Workforce Development

Process

The facilitator worked with the participants to identify and agree on the Strategic Priorities for the RMTBC for 2018-2021.

The question asked of the group:

What are the key areas that are important for us to address?

The answer to this question was found from the survey presentation regarding trends and issues. Falling out from those trends:

- SWOT
- Responding to the organizational needs
- Feedback

There were seven Strategic Priorities identified. These are not listed in order of priority.

Identified and Agreed-Upon Strategic Priorities for 2018-2021

1. Scope of Practice
2. Research
3. Communication
4. Education
5. Workforce Development
6. Organizational Effectiveness
7. Stakeholder Relations



Facilitated Dialogue – Issues and Initiatives

In order to identify key issues and initiatives, the large group was asked, based on the identified Strategic Priorities – to identify any **Issues** related to the Strategic Priority and then brainstorm ideas regarding **Strategic Initiatives** that the Board of the RMTBC could undertake to address these issues.

For each Strategic Priority, a list of Identified Issues was developed followed by identified Strategic Initiatives which better define and provide further direction and focus for the RMTBC's planning, resource allocations and efforts.

Scope of Practice Issues

- RMT's not practising to full scope
- Don't know scope
- CMTBC doesn't understand /give us clarity
- Who at CMTBC is interpreting education/experience of that person – No collaboration
- Not aware of how to keep up with current practice
- Public doesn't know RMT SOP
- Increase the SOP
- IJCD GFK - Doesn't really mesh with scope
- MOH influence –? lack of interest
- Is it just our concern or do we push politically – does it matter?
- Overlapping SOP
- Who has responsibility for scope?
- Confusion by College – what our regulation speaks to
- Who is responsible for interpreting SOP – College say MOH?

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Scope of Practice Strategic Initiatives

- Influence CMTBC to change their interpretation, possibly through government dialogue
- Align BC with the SOP in Ontario
- Ontario is leading technically because of political will and interpretation
- Need to have cohesiveness nationally
- Everything they are doing in Ontario is identified in the Interjurisdictional Competency document (IJCD)
- Influence government to allow us to adopt the SOP guidelines that currently exist (in Ontario)
- Educate current practitioners
- Develop webinars specific to Scope of Practice
- Develop simple document describing what a Scope of Practice is
- Road shows
- Educate Athletic Therapists regarding the profession as they are now writing exams and being registered as RMTs

Research Issues

- Members understanding research - how to understand and apply research to their practice
- Members not utilizing research services (< 2%)
- No Practice Consultant related to research to help with application
- Fear by some members to think about research (almost a 4-letter word) some members do not accept/reject research
- Schools not using most up-to-date research – education
- No involvement of University or College in development of a research program
- Not very active in developing research projects – absence of living breathing models
- Format how information gets delivered to us (or doesn't)
- New Research Department plan has just been started – not completed

Research Strategic Initiatives

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Continue research development plan (Rob, Eric, Jamie)

Encourage involvement of members in research

- Looks at what already exists
- Pilot??
- Incentives
- ? collaborative opportunities

Research Library -? electronic access to materials

Research App?

Canvas or link up to all existing health professionals to see what research they have

RTMBC work with companies to access tools for measuring outcome

To continue work with Massage Therapy Foundation

Break down any research into tiny pieces and determine how to apply findings (reviewer)

Develop partnerships.... especially for applied opportunities

Development of a partnership with a University or other public institution

Communication Issues

Minimal social media presence

Communication with members -? Facebook, Instagram

Rocky relationship with CMTBC

Minimal communication with Physicians and others Allied Health (communicate with some and not others. i.e. SW, therapists – outside manual therapy realm)

Cross-pollinations between health professionals could be improved

Public doesn't know we are Registered

Member to member communication and willingness within membership to collaborate and cooperate with each other is an issue

Communication with members challenging

- i.e. don't read Newsletter

People 18-34 don't know anything about us

Communication with schools

Educators and Administrators piece

Limited communication with rural communities

Communication Strategic Initiatives

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Communication with rural communities

Collaboration with CMTBC – let people know we are Registered

Expand and explore new opportunities to reach new markets

Public survey, outreach, membership support

More visibility – more awareness of who we are and what we do (18-34-year old's)

More social media presence/outreach consultant

More communication with schools

- Train the trainers (instructors training)
- More speaking at schools (9 schools – Term 1, Term 5 or 9 x 9 x 2 x/year)
- Webinars

Education of the public

- Who we are
- What we do
- We are Registered
- We have a video – do we use it - did we hit the mark with female clients?

Anything specific re: target populations

- First Nations
- Elderly

Support cross pollinations between health professionals

- Booths at conferences
- Invite other health care professions to our Symposium
- New Physician graduates
- Attend other professions' events
- Invite other professionals to speak

Speakers Bureau – 1/year to all advocacy groups

Do you want someone to speak at your meetings? (better way to get real message across)

Recruit new graduates

Develop materials/resources – importance of collegiality, support, collaboration between members

Forums – model cooperation, collegiality, show on social media

More dialogue around importance of collegiality – conferences, speaking engagements

Show groups of RMT's doing good things in the community – showcasing blood drives, rides for cancer, Christmas dinner together

Support RMT's getting together – Local Associations/Chapters – Surrey RMT Association, Trail RMT Association

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Education Issues

Decrease in hours
Lack of pre-requisites (level of education) required by the College to become a registrant to write the board exams
Lack of a Leadership Development Program
Lack of trained Instructors
Outdated core curriculum
No Learning Plans established in some schools
Quality Assurance Program doesn't advance profession
No Quality Assurance measures even for CE courses
Private school system – we need a public offering
Can write board exams an infinite number of times
No support for new graduates
PLA's terrible and expensive – offloaded to the schools
Too many RMT schools (9)
What inspires people to become RMT's? – financial gain versus passion for profession
No incentive to improve
No hours of practise mandated by College to be active or competent
Supports missing – no actual Mentorship programs
No Practice Standards
Foundational documents terrible (according to John)
Lack of qualified Educators who have a Master's degree to teach in Public domain

Education Strategic Initiatives

Courses and Programs to address practice issues - add Boundaries, Conflict Resolution, Difficult Conversations, Mental Health First Aid
Pre-Requisites...
Develop and implement a plan that demonstrates....
Develop a Mentorship Program
Collaborate with CMTBC
Develop a pre-entry course – all of pre-requisites in it before individuals go to school
Encourage development of a Bachelor's Program in Massage Therapy
Develop Practise Standards in conjunction with CMTA

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Lobby CMTA to have IJCD revisited/reviewed

Develop a Leadership Program

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Workforce Development Issues

No Mentoring

No interim licensing provisions by CMTBC for new graduates

Workforce Development Strategic Initiatives

Adopt 2013-2016 Initiatives

Update Government website – Labour market information, Government of BC – all statistics come from the United States

Develop our own “what it takes to become an RMT” - for our own website

New Survey – mirror the CIHI survey

- Where people are working
- What they're making
- Level of education

Trying to advance the APG's

Organizational Effectiveness Issues

Lack of a commitment to a Governance Model

Insufficient training with respect to Governance – don't play with the trains - i.e. staff issues

Inconsistent re: Board Evaluation – now have a better Survey Policy in place

No recruitment/retention plan

Some members of the Board who are not RMT's

Could beef up Board Orientation - presently doing a bit of briefing (continually update binder)

Policies and Procedures –need updating, need for more

Very fortunate – no major problems financially to date

Lack of looking far enough into the future to ensure financial stability

Organizational Effectiveness Strategic Initiatives

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Continue organizing annual Symposiums and Conferences
Continue Governance training – some abridged version every meeting
15 minutes at end of meeting – online Board Evaluation, Self Evaluation
Develop Succession Planning strategy
Develop effective Recruitment/Retention plan
Revisit Board Orientation - Revise/amend augment as needed
Continue to update Policies and Procedures on an ongoing basis

Stakeholder Relations Issues

Stakeholders Include:

Members

Insurers

Government

Public

Schools

Other provinces

Other health care professionals

CMTBC

CMTA – non-regulated MT

MTF

AMTA

Other non-regulated health groups

ATABC

Clinic owners

Very little involvement with some of these Stakeholders.

Questionable integrity from some of the stakeholders

Very difficult to get meetings with for example: MOH

Issue – Regulation for Non-Regulatory Provinces

Issues with schools - i.e. 3000-hour change and fall-out from that curriculum

Don't really have good access to schools – to talk about issues

We need more of a relationship with Instructors

Relationship with CMTBC is problematic

Stakeholder Relations Strategic Initiatives

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Work on developing a better relationship with schools – not just instructors – i.e. how do we influence curriculum?

Develop an Articulation Committee (usually set up by schools, but nothing stopping us from setting one up)

Vehicle to allow for discussions – Profession, Colleges, Schools, Ministry

- How you advance curriculum
- Keep pace with changes in profession
- Gain awareness of issues and solve problems

Establish a Council of Educators separate from schools

Support Regulation in other provinces

Insurers interested – clinically indicated MT

Stay on top of how Insurers are trying to stay on top of paying out to proper billing streams

Continue on with CMTA helping to lift other Provinces

G.R. Strategy with new government and whatever initiatives we want to look at (Tim Crowhurst could do that)

Build relationships with various groups i.e. Clinic Owners (some of Clinic Owners starting their own groups - i.e. cooperative buying)

Given our key strategic priorities, the issues that we have decided to address, and the initiative we have identified - what action plans will we create to work towards our ideal vision of the future?



NEXT STEPS

Action Planning

Meet to Prioritize and then build the Action Plans for each of the Strategic Initiatives.

Developing an action plan can help changemakers turn their visions into reality and increase efficiency and accountability within an organization. An action plan describes the way the RMTBC will address its Strategic Priorities and identified Initiatives through detailed action steps that describe how and when these steps will be taken.

What is an Action Plan?

In some ways, an action plan is a "heroic" act: it helps us turn your dreams into a reality. An action plan is a way to make sure the RMTBC's vision is made concrete. It describes the way your group will use its strategies to meet its objectives. An action plan consists of a number of action steps or changes to be brought about.

Each action step or change to be sought should include the following information:

- What actions or changes will occur
- Who will carry out these changes
- By when they will take place, and for how long
- What resources (i.e., money, staff) are needed to carry out these changes
- Communication (who should know what?)

What are the Criteria for a Good Action Plan?

The action plan for your Strategic Priorities and Initiatives should meet several criteria.

Is the action plan:

- Complete? Does it list all the action steps or changes to be sought?
- Clear? Is it apparent who will do what by when?
- Current? Does the action plan reflect the current work? Does it anticipate newly emerging opportunities and barriers?

The Question to be Asked

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Given our key Strategic Priorities, the Issues that we have decided to address, and the Strategic Initiatives we have identified - what Action Plans will we create to work towards our ideal Vision of the future?

Finally.....Monitoring

- Monitor Action Plans your organization has developed in response to the critical issues.
- Evaluate progress of achieving the outcomes.
- Revise the plan as necessary.