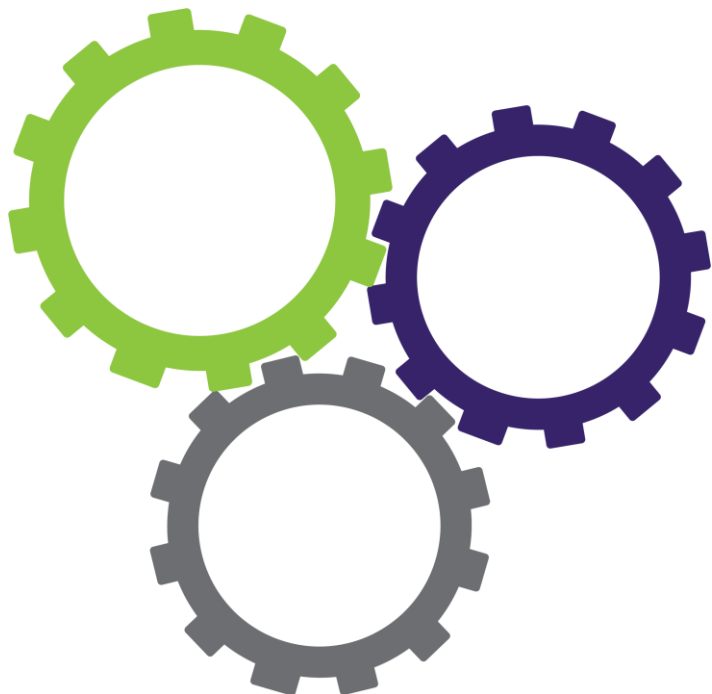




# WCPT Look Forward Together

## Report on the Consultation

July 2016



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## Introduction

WCPT produced its latest strategic plan in collaboration with member organisations, regions, subgroups, networks, individual physical therapists around the world, and a group of stakeholders and partners. There has been an unprecedented level of participation and engagement, and the WCPT Executive Board is delighted to say that this has informed and strengthened the plan.

## The process

At the outset the Board commissioned a consultant to support the development of the plan. After a period of familiarisation with WCPT, there was a sequence of events: informal soundings about the plan, briefings with the President and Secretary General, telephone calls with a selection of member organisations, and a workshop with WCPT staff. It was decided early on to aim for a higher level of participation than usual, so a series of polls was devised, which required very quick responses from busy member organisations, but which provided the bare bones of a consultation framework. Another key decision was to introduce the consultation and generate engagement by making some brief videos.

The polls built on each other, and dealt with headline issues such as:

- opportunities for physical therapy
- challenges facing physical therapy
- priorities for WCPT
- contributions to WCPT from member organisations

An important early decision was to translate the polls into French and Spanish (believing that this would increase responses from member organisations in francophone Africa and Latin America).

While the polls were being developed the Board met and developed the plan, working backwards from the outcomes they all wanted to see. It was then drafted and circulated to Board members who made their amendments. Then insights from the polls were incorporated.

A survey was then designed, and sent out to all member organisations, regions, subgroups and networks.

The responses from this survey are included in this report. These responses were used to make a final version of the strategic plan, which can now be found at (<http://www.wcpt.org/strategic-plan>), and which reflects as comprehensively as possible the views of everyone who responded. The Board believes that this degree of collaboration guarantees ownership, engagement and joint pursuit of agreed outcomes.

The strategic plan was used to develop the business plan, which features the activities mentioned in the strategic plan, and will prioritise them, cost them, and devise key performance indicators (KPIs) to monitor progress and outcomes.

## Participation

<b>Poll one: Opportunities</b>	1167 responses from: 182 member organisations/regions 985 individuals
<b>Poll two: Challenges</b>	733 responses from: 108 member organisations/regions 625 individuals
<b>Poll three: Priorities for action</b>	933 responses from: 124 member organisations/regions 809 individuals
<b>Poll four: Draft strategic plan consultation</b>	787 responses from: 82 member organisations 22 subgroups and networks 683 individuals
<b>Survey: Draft strategic plan consultation</b>	110 responses: 87 member organisations 5 regions 18 from subgroups and networks

## The results

The results are broken down in this report into the following sections:

1. Identity
2. Clarity and tone
3. Issues from the polls
4. Contribution from respondents to WCPT work
5. The five outcomes
6. Overall

In each section we reiterate the question, summarise the responses, and then give the key results from the responses, by % and by number, broken down by language.

## 1. Identity

**Question:** the first eight questions in the survey were about the identity of the participants.

**Summary:** the participation levels were high for the first time this type of survey was used.

**Key results:**

Question	Answer choices	%	Number of responses in:			
			English	French	Spanish	Total
<b>Q1</b> <i>Which language would you prefer to complete this survey in?</i>			91	9	10	110
	Member organisation	79.1	69	9	9	87
<b>Q2</b> <i>Are you responding on behalf of a member organisation, region, subgroup or network?</i>	Network	9.1	10	0	0	10
	Subgroup	7.3	8	0	0	8
	Region	4.5	4	0	1	5
<b>Q3</b> <i>How many physical therapists are members of your organisation?</i>	Less than 500	52.9	35	4	7	46
	500-10,000	34.5	23	5	2	30
	More than 20,000	6.9	6	0	0	6
<i>Only asked MOs (n=87)</i>	10,001-20,000	5.7	5	0	0	5

## 2. Clarity and tone

**Questions:** the consultation asked about clarity and the tone, language and layout of the plan.

**Summary:** the answers to these questions indicate an excellent general reception for the plan. The negative responses to Q12 prompted a change in some of the language used.

### Key results:

Question	Answer choices	%	Number of responses in:			
			English	French	Spanish	Total
<b>Q9</b> <i>What is your overall impression of the plan?</i> (105 responses)	Forward thinking	62.9	58	1	7	66
	Achievable	52.4	47	2	6	55
	Exciting	33.3	29	5	1	35
	Ambitious	34.3	28	2	6	36
	Transformative	21.9	21	0	2	23
	Nothing new	4.8	4	1	0	5
	Dull	2.9	3	0	0	3
<b>Q10</b> <i>The tone and language of the plan is appropriate.</i> (105 responses)	Yes	98.1	85	8	10	103
	No	1.9	2	0	0	2
<b>Q11</b> <i>The tone and language are consistent with WCPT's values.</i> (105 responses)	Yes	98.1	86	8	9	103
	No	1.9	1	0	1	2
<b>Q12</b> <i>The tone and language is clear and easily understood across cultures.</i> (105 responses)	Yes	91.4	82	6	8	96
	No	8.6	5	2	2	9
<b>Q13</b> <i>The layout is clear and easy to follow.</i> (105 responses)	Yes	94.3	84	8	7	99
	No	5.7	3	0	3	6

### 3. Issues from the polls

**Question:** the next set of questions in the survey relate to the opportunities and challenges raised in the polls.

The polls preceded the survey, and helped to construct the strategic plan.

**Summary:** again, the responses, especially if the two positive categories are added together, show that the plan is well endorsed by the physical therapy community.

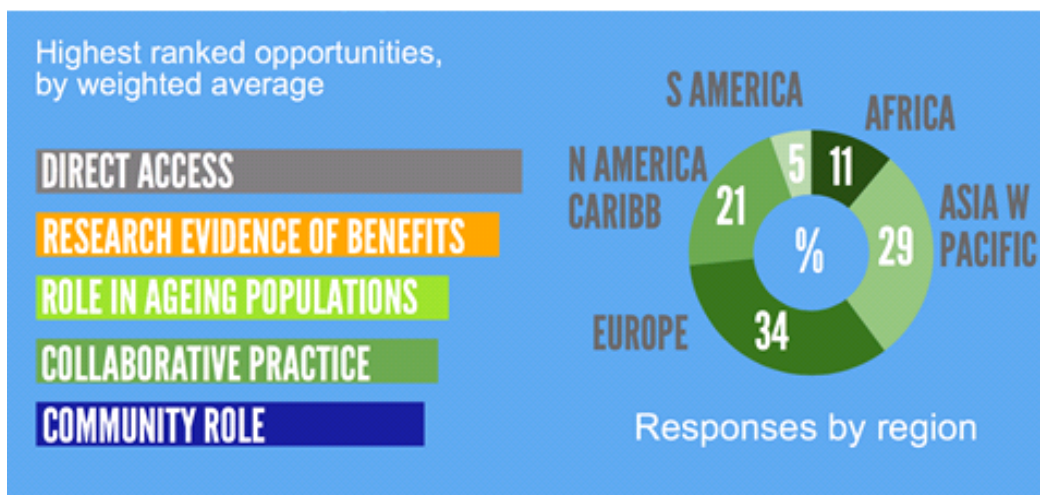
Only the last question, about the balance between different aspects of the plan, received a significant number of negative responses. The 9% who thought the balance was not quite right usually offered different reasons, so it is difficult to arrive at any generalisations here.

Issues that come up also elsewhere are:

- The importance of the business plan in making sense of this strategic plan
- The attention given to low and middle income countries
- The role of regions and member organisations
- The lack of respect from doctors and other health professionals

#### Key results

## Poll 1: opportunities for PT

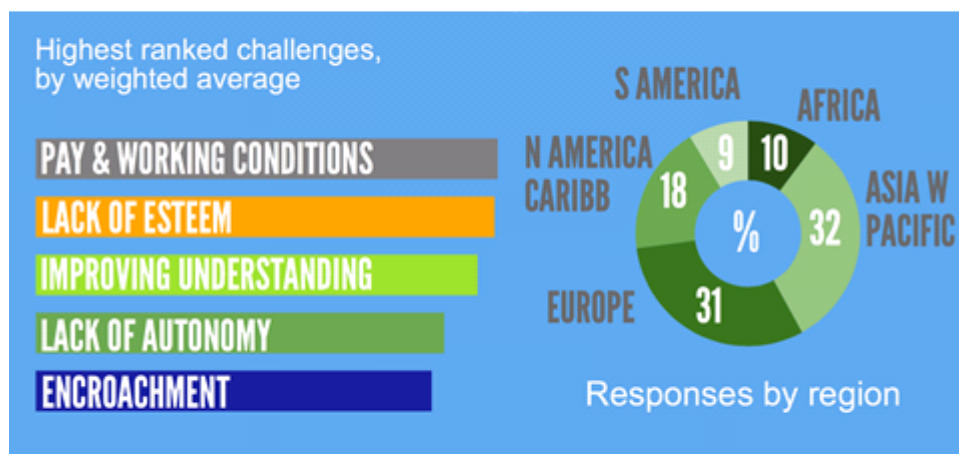


Poll 1 asked about the most exciting opportunities facing the profession, and the chart above shows the top 5 responses.

In the survey Q14 asked if these opportunities were adequately addressed in the strategic plan, and the chart below shows that most respondents said they were.

Question	Answer choices	%	Number of responses in:			
			English	French	Spanish	Total
<b>Q14</b> <i>Does the plan adequately address these opportunities? (105 responses)</i>	Agree	70.5	63	4	7	74
	Strongly agree	24.8	20	3	3	26
	Disagree	3.8	3	1	0	4
	No opinion	0.9	1	0	0	1
	Strongly disagree	0	0	0	0	0

## Poll 2: challenges for PT



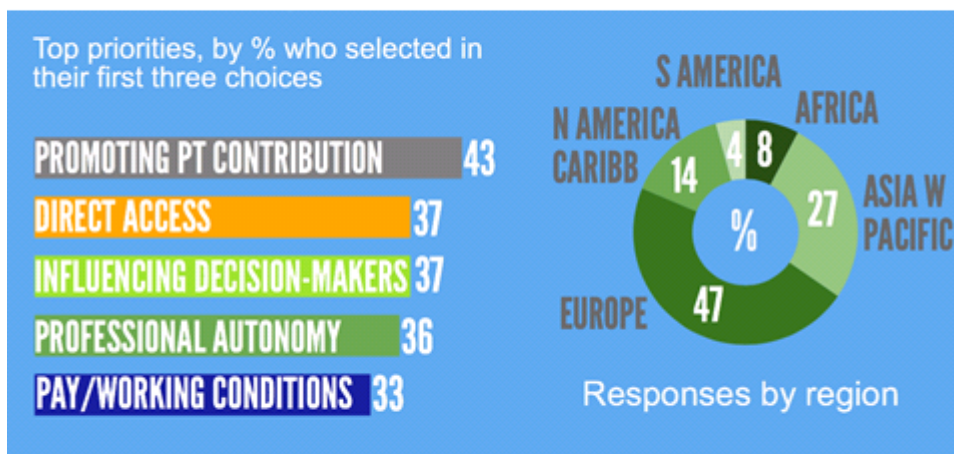
Poll 2 asked about the most pressing issues facing the profession, and the chart above shows the top 5 responses.



In the survey Q15 asked if the plan addressed these issues adequately, and the chart below shows that most respondents said yes.

Question	Answer choices	%	Number of responses in			
			English	French	Spanish	Total
<b>Q15</b> <i>Overall, do you feel that the plan adequately addresses these issues? (105 responses)</i>	Agree	61.9	58	3	4	65
	Strongly agree	24.8	18	4	4	26
	Disagree	8.6	6	1	2	9
	No opinion	4.8	5	0	0	5
	Strongly disagree	0	0	0	0	0

## Poll 3: priorities for WCPT



Poll 3 asked about work streams in WCPT. The chart above shows the top 5 responses.

In the survey respondents were asked if the work streams were reflected in the plan, and they mostly said yes.

This final question, about the balance between different aspects of the plan, received a number of negative responses.

Question	Answer choices	%	Number of responses in			Total
			English	French	Spanish	
<b>Q16</b> <i>Overall, do you feel the work streams are reflected in the plan?</i> (104 responses)	Agree	67.3	58	4	8	70
	Strongly agree	23.1	21	2	1	24
	No opinion	4.8	4	1	0	5
	Disagree	4.8	3	1	1	5
	Strongly disagree	0	0	0	0	0
<b>Q17</b> <i>Do we have the balance between member services, advocacy and engagement right?</i> (104 responses)	Yes	91.3	81	6	8	95
	No	8.7	5	2	2	9

## 4. Contribution

**Question:** the next two questions were about the contribution respondents feel able to make.

**Summary:** these questions elicited a somewhat more mixed response. Over 80% of respondents felt they were likely to make a contribution to the work streams identified, but that leaves almost 20% who were uncertain or unwilling. Similarly, the response to Q20, about support for the plan via membership subscriptions, received a mixed response. Nearly 43% of respondents said they were willing to contribute; a substantial 31% said they did not know; a 18.5% said they were unwilling to contribute in this way.

Many people said their answers to these questions depended on their own budgets, so the situation may well change. Others asked whether the questions implied a possible increase in fees. The Board is already committed to a review of subscription fees, as well as to an exploration of other sources of incomes.

**Key results**

Question	Answer choices	%	Number of respondents in:			
			English	French	Spanish	Total
<b>Q19</b> <i>How likely is your organisation to contribute to the work streams described under each outcome through active participation by volunteers and/or staff? (103 responses)</i>	Likely	54.4	47	4	5	56
	Very likely	27.2	22	2	4	28
	Don't know	16.5	15	1	1	17
	Unlikely	1.9	1	1	0	2
	Not at all likely	0	0	0	0	0
<b>Q20</b> <i>This plan will require resources over and above those derived from subscriptions. While the WCPT Board and staff are committed to seeking alternative streams of funding, how willing are you to support some of these activities through your member organisation subscription? (103 responses)</i>	Willing	34	31	1	3	35
	Don't know	31.1	28	3	1	32
	Very willing	8.7	8	0	1	9
	Unwilling	11.7	6	4	2	12
	Not applicable	7.8	8	0	0	8
	Very unwilling	6.8	4	0	3	7

## 5. Outcomes

**Question:** this important set of questions relates to the 5 outcomes.

**Summary:** each of the outcomes was resoundingly endorsed by respondents.

### Key results

Question	Answer choices	%	Number of respondents in:			Total
			English	French	Spanish	
<b>Q22</b> Outcome 1 <i>A global community of physical therapists, where everyone feels connected (103 responses)</i>	Strongly agree	64.1	59	4	3	66
	Agree	34	24	4	7	35
	Disagree	1.9	2	0	0	2
	No opinion	0	0	0	0	0
	Strongly disagree	0	0	0	0	0
<b>Q23</b> Outcome 2 <i>A physical therapy community that commands respect (103 responses)</i>	Strongly agree	57.3	50	5	4	59
	Agree	39.8	34	3	4	41
	No opinion	2.9	1	0	2	3
	Disagree	0	0	0	0	0
	Strongly disagree	0	0	0	0	0
<b>Q24</b> Outcome 3 <i>A trusted community that promotes the value of physical therapy across the life span (103 responses)</i>	Strongly agree	66	59	5	4	68
	Agree	33	25	3	6	34
	No opinion	1	1	0	0	1
	Disagree		0	0	0	0
	Strongly disagree		0	0	0	0

Question	Answer choices	%	Number of respondents in:			Total
			English	French	Spanish	
<b>Q25</b> <i>Outcome 4</i> An organisation that shares knowledge (103 responses)	Strongly agree	75.7	67	5	6	78
	Agree	23.3	17	3	4	24
	No opinion	1	1	0	0	1
	Disagree	0	0	0	0	0
	Strongly disagree	0	0	0	0	0
<b>Q26</b> <i>Outcome 5</i> An organisation that is fit for purpose (103 responses)	Strongly agree	58.3	52	3	5	60
	Agree	35	28	5	3	36
	No opinion	5.8	5	0	1	6
	Disagree	1	0	0	1	1
	Strongly disagree	0	0	0	0	0

## 6. Overall

**Question:** the last three questions were about the plan overall.

**Summary:** Overall respondents liked the plan; they made suggestions for improvements and added a small number of further comments.

### Key results

**Q27:** *Tell us three things you liked about the plan.*

There were 201 English responses to this, illustrated in the following graphic. The most frequent responses are those in the biggest fonts.



In Outcome 3

- Seize opportunities to work together to increase global recognition of WCPT

In Outcome 4

- Investigate the appetite among member organisations, regions, subgroups and networks for active participation in the management of knowledge sharing activities

In Outcome 5

- Engage with member organisations and others regarding global governance

**Leadership and ambassadorial roles**

Several respondents pointed out the need to make sure many people are advocating on behalf of the strategic plan. The Board agrees completely that this needs to be done, and addresses this issue primarily through the idea of a leadership academy or forum, which is described in Outcome 1 as a medium term activity. In the short term, as more people than ever before have participated in the development of this plan, it is to be hoped that they will give a lead to their colleagues in supporting it further.

**Clarity, language, layout**

A number of respondents suggested some graphics, and some are included in this report. The plan has been amended to clarify meanings where questions were raised – for example, the role of volunteers, the meaning of ‘leadership academy’, the use of terms such as ‘exemplar’ and ‘cadre’ (both now deleted).

**Underserved parts of the world**

The issue of how the plan addresses global inequities also arises in answers to Q18. The Board is very aware of its responsibilities to make sure that WCPT delivers equitably for all its member organisations, however large or small their membership and their resources. WCPT is also very aware of the inequalities which exist both within and between national health systems, and the extent to which some parts of the world are under-served in terms of physical therapy.

The plan addresses these issues in many places. For instance:

In Outcome 1

- Develop language and communications policy
- Ensure congress acts as a showcase for WCPT’s vision and culture (collaborative, inclusive and affordable for as many people as possible)
- Facilitate and support international collaboration

In Outcome 2

- Work with member organisations and other stakeholders in areas where physical therapy is under-resourced
- Define WCPT’s role in international development and humanitarian work

In Outcome 3

- Seize opportunities to work together to increase global recognition of WCPT

In Outcome 4

- Facilitate all kinds of international knowledge sharing

In Outcome 5

- Design General Meetings so that all voices can be heard
- Develop global leadership capacity

**Q29:** *Are there any further comments you would like to make about the plan?*

There were 56 responses to this in all, which are commented upon below.

About half the comments in this section were generally positive. Others, also positive, suggested:

- 1 The importance of the business plan, and issues to include, such as:
  - success measures
  - more detail on short, medium and long term
  - monitoring and evaluation
  - the possible need for more staff.
- 2 Issues about consultation:
  - Longer consultation periods
  - Simpler polls
- 3 Issues to do with relationships with member organisations, regions, subgroups and networks:
  - the role of regions
  - the role of networks
  - capacity development for member organisations
  - access for WCPT to staff in member organisations
  - benefits to the underserved areas
- 4 The need to understand that the context (eg the law or regulatory framework) is different in each country.



## Issues to take forward

### 1 Engagement

Some respondents would like to be more engaged with WCPT than they can be through a periodic consultation exercise. The Board is keen to:

- discuss more ways of engaging with member organisations in the short term
- hear from member organisations about alternative ways of working together
- invite member organisations to contribute to specific activities/projects and vice versa

### 2 Advocacy for the strategic plan

A good number of people pointed out that it will be necessary to advocate for the strategic plan. Immediate ways to do this might include:

- become involved in identifying new roles and opportunities for people from member organisations to volunteer with WCPT;
- use social media to promote physical therapy and WCPT, and the strategic plan;
- engage in a project involving international collaboration; and
- think about how to share knowledge and expertise within the physical therapy community.

### 3 Balance

About 9% of respondents thought the balance between different aspects of the plan was not quite right. This is an issue that the Board and the CEO will continue to monitor.

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