



Strategic Plans – Moving Forward Together

2020 - 2025

ATRA Strategic Plans 2020 - 2025

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Strategic Plans lead ATRA to Success

Strategic Planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that directors, officers, personnel and committees are working toward common goals. Since 2014, ATRA has set formal strategic plans with member input to establish agreement around intended outcomes and provide a means of evaluation and accountability to the association’s primary stakeholders – our membership. In 2020, ATRA’s second formal Strategic Plan, entitled *Moving Forward Together 2020 – 2025* has been established. ATRA’s vision has incorporated five pillars or integral parts of our mission moving forward. Each pillar, while unique contains interrelated goals listed within other pillars and will require integrated strategic action to fulfil our intended outcomes.

Pillar One – Professional Conduct

Hallmarks of professional conduct include following a set of guidelines and principles that govern the conduct of practitioners and direction on how professional services should be provided to protect and serve the public interest.

Regulation

“Break through the barriers that keep TR from being recognized as part of the Health Professions Act.”. Member input

1. Regulation Committee to continue to work with Alberta Health and regulated colleges towards the outcome of regulation of the therapeutic Recreation Profession in Alberta [2020 – 2025].
2. Review and respond to legislation, amendments and other guiding documents impacting the TR profession and application for regulation under the HPA [2020 – 2025].
3. Allocate membership revenue to a Regulatory College Financial Reserve with annual contributions to have assets available for initial start-up costs as a Regulated College [2020].
4. Allocate membership revenue for professional Government Relations Firm services. to assist with [2020 – 2021].



Protect and Serve the Public

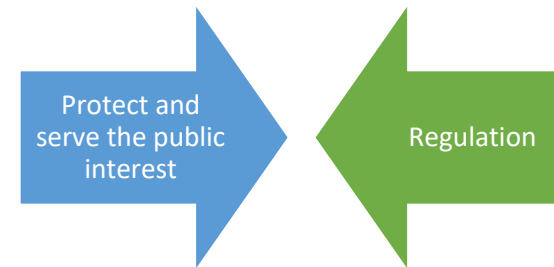
"The duty to serve and protect the public interest is a well-established pillar of self-regulation in health professions". HPA

1. Protecting and serving the public interest by:
 - a. Providing current resources on ATRA's website to help Albertans to [Live Well and Be Healthy](#) [2020 – 2025].
 - b. Increase access to therapeutic recreation services by promoting TR Private Practice business owned and operated by ATRA professional members on ATRA's Website [2021].
 - c. Promote the duty to protect and serve the public interest through professional development sessions [2020].
 - d. Publish *TR Code of Ethics Guiding Document* and provide training.

Promote the TR Profession

1. *"Take advantage of COVID19 pandemic and BURSTING the strength and contribution of Recreation Therapists in long-term care centres. They need to be recognized, supported and paid for the work they do. Don't let this issue die!"*. Member input
2. *"Awareness and education for need of services in other populations [other] than geriatrics"*. Member input

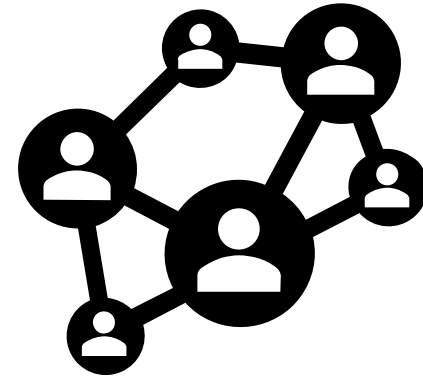
1. Market the skills and expertise of Recreation Therapists to Albertans by:
 - a. Evaluation of commercial business expertise to create social media resources to promote the TR profession [2022 – 2025].
 - b. Allocate funding from membership revenue for professional marketing services [2022 – 2025].



Chapter, Provincial and National Alignment

“Online meetings with video - allow rural members the opportunity to participate and feel more involved”. Member input

1. Increase member engagement in and access to Provincial meetings that are made available to members through online conferencing technology [2020 – 2025].
2. Develop and maintain strategic and collaborative partnerships with the Canadian Therapeutic Recreation Association, other TR associations and regulatory bodies to address common practice related issues [2020 – 2025].



Pillar Two - Continuing Competence Program

Provide professional development activities to ensure Albertans receive TR service from capable, knowledgeable and skilled practitioners who are able to apply advances in the profession.

Professional Development

1. *“Some way that recreation program plans and resources can be shared”*. Member input
2. *“Nice to be able to have more online education sessions to get us excited”*. Member input
3. *“I would like to see a library of evidence-based therapies available for all members to use”*. Member input

1. Increase member access to CEU eligible professional development (PD) sessions through:
 - a. Provision of webinar-based sessions [2020 – 2025]
 - b. Increase frequency of PD sessions [2021 – 2025].
 - c. Increase access to professional development sessions through collaborative planning and production with ATRA’s Chapters and CTRA [2021 -2025].
2. Facilitate high quality professional development opportunities by allocating additional membership revenue to recruit evidence-based expertise [2021 – 2025].

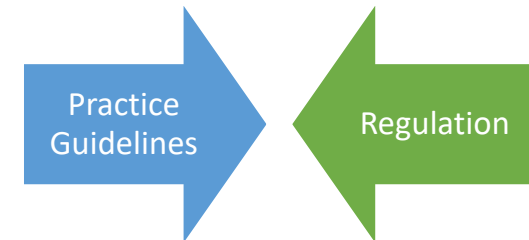


Practice Guideline Development

“Advance the profession in an evolving health environment” Member input

Develop the Therapeutic Recreation Practice through

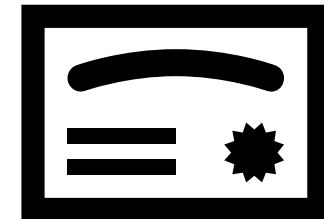
- a. Enhancing professionally produced online media resources for Standards of Practice, Code of Ethics, Continuing Competence and other issues related to practice [2022 – 2025].
- b. Allocation membership revenue for the professional development of Guiding Documents [2024 – 2025].



CEU Program and Audit Process

1. *“I very much appreciated the online tracking of CEUs this past year. It was very user friendly and would like to use this tool on a regular and on-going basis as I currently am completing CEUs.”* Member Input
2. *“Ensuring that educational requirements and standards are met and followed”.* Member Input

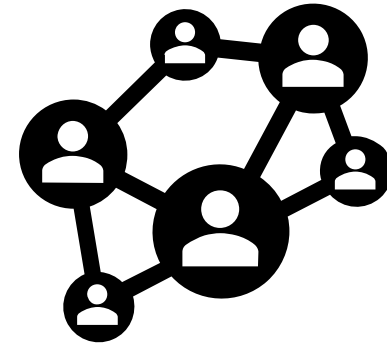
1. Conduct annual audits of professional members CEU Reports to demonstrate adherence to ATRA’s Continuing Competence Program and the program’s role in protecting the public [2020 – 2025].
2. Provide formal records of attendance for Professional Development participation for ATRA members to collect as evidence of CEU attainment [2020 – 2021].
3. Increase education opportunities for CEU's that align with NCTRC requirements.



Communities of Practice

1. *“Developing the communities of practice; maybe offering GoToWebinars for communities to connect & develop independently”*. Member input
2. *“Mentorship program for RT’s that are coming into the field and those who have been in the field for a while to help those looking into new areas of Rec. Therapy”*. Member

1. Continue to explore avenues to develop and offer communities of practice and mentoring at the provincial level and will work with CTRA at the national level to support their efforts [2021 – 2025].
2. Facilitate online resource sharing among members to share ideas, questions and resources [2021 – 2025].



Research supporting Therapeutic Recreation

“Increase support/funding/opportunity for research development”. Member input

1. Support research specific to and/ or related to advancing recreation therapy practice by: [2020 – 2025].
 - a. Allocating membership revenue to establish ATRA Research Grant Program.
 - b. Strategically increase awareness of ATRA’s Research Grant Program.
 - c. Offer training opportunities to members to facilitate knowledge and skills for conducting evidence-based research.



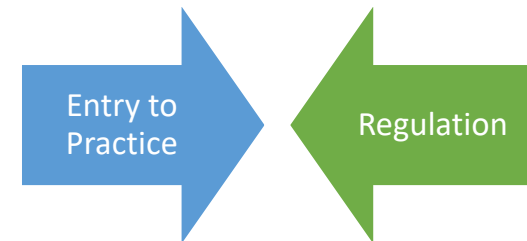
Pillar Three – Entry to Practice

Collaborate with educational institutions, set educational & practicum requirements & return to practice support

Educational Collaboration

“Have ATRA Board and Executive Director more involved in presenting at schools. It means a lot when they take the time to talk to students directly. Plan to have a rep. come to each education institute.”. Member input

1. Ongoing collaboration with educational institutions, set progressive educational & practicum requirements [2020 – 2025]
2. Facilitate awareness of and support for a *Return to Practice* pathway for lapsed members [2020 – 2022]
3. Support and encourage student representation at the Chapter level by improving awareness of, and incentives for students to represent the Therapeutic Recreation profession to their student cohort and represent the needs of students. [2020 – 2022]
4. Ongoing development of easy transition to Professional Status within ATRA’s Member Management System [2020 – 2021]



Diploma Level Graduates

“Membership category review to include those with recognized TR diploma”.
Member input

1. Allocate membership categories, rights, provision of benefits and professional development opportunities for TR diploma graduates [prior to April 1, 2021].



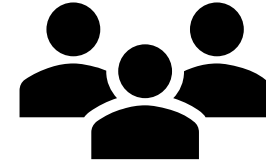
Pillar Four – Membership Benefits Program

Strategies to attract, recognize excellence and retain membership

Enhanced Member Benefits Program

“Discounts on additional certifications, fitness, yoga, meditation, adventure programming, first aid, aquatics, etc.”. Member input

1. Promote and expand Member Benefits Program though:
 - a. Addition of a Member Benefits Director to the Board within the 2020 Nomination & Election period [2020].
 - b. Increasing member’s awareness of ATRA’s Member Benefits Program [2020 – 2022].



Professional Development Funding

1. *“Reduction of symposium registration fees”.* Member Input
2. *“Include the fee for [professional development] ...as part of the membership pricing [fees].* Member Input
3. *Make the overall cost budget friendly [for members to attend].”* Membership Input
4. *“More online learning opportunities funded by membership fees, and more online education sessions”.* Member Input

1. Allocate additional member revenue to increase funding for ATRA’s Bursary Program [2020 – 2022].
2. Allocate member revenue to offset delegate costs for ATRA Symposium [2020 – 2025]
3. Coordinate the application and selection process of ATRA’s Bursary programs at the provincial level to ensure equitable access to bursary funds [2021].



Awards & Recognition Program

“Add a collaborative team/partnership award to our annual awards. Instead of nomination, self-referral and provide rationale to support your case.”. Member input

1. Continue to increase awareness of ATRA’s Awards Program to recognize excellence in the delivery of therapeutic recognition services [2020 – 2022]



Leadership Development

“Support to RT's considering leadership pursuits. Provide bursaries, education to increase leadership competencies.”. Member input

1. Provide training and mentoring to promote member participation in ATRA Governance – committee members, Chapter Officer, Directors as an avenue to Leadership Competence (Competency Profile) and career development 2021 – 2023].

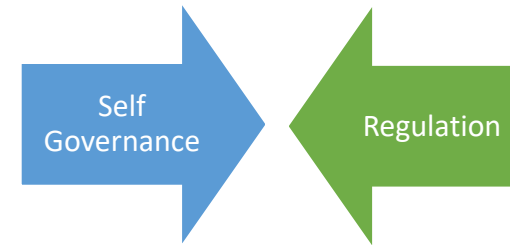


Pillar Five – Governance and Business Management

Governance Bylaws, Policies and Procedures [2020 – 2025]

“Bylaws protect organization from potential problems by clearly outline rules around authority levels, rights and expectations”. Alberta Societies Act

1. Continue to maintain current and accessible bylaws, policies and procedures to reflect decisions made by Directors and to provide orientation to the operations of the Board for incoming Directors, Officers, Personnel and Committee members.
2. Ensure ATRA Bylaws, Policies and Procedures are current, easily accessed and understood by ATRA Members, Directors, Officers and Committee Members



Fiscal Management [2020 – 2025]

“Employ financial management practices that build stability and flexibility to operate ATRA’s strategic plans and membership benefits”. Member input

1. ATRA Finance Committee will continue to:
 - a. enhance annual operating budgets to support strategic plans
 - b. increase membership awareness of the allocation of yearly membership revenue.
 - c. Enhance financial reporting and accountability through policy and procedure development, financial recording and audits with consultation from professional accounting services.
2. ATRA will develop and grow savings in the form of:
 - a. Regulation College Reserve Fund to finance an HPA College.
 - b. Association Operational Reserve Funds to continue operations as an association distinct from a regulated college



Contract Personnel

“Personnel and consultation decisions are among the most important decisions that not for profit organizations make. Not for profit agencies rely on personnel to execute their strategies and advance their goals” Muttart Foundation

1. Maintain contracts to sustain business operations, strategic direction, strengthen policies, procedures, financial management and technical support.
 - a. Executive Director [2020 – 2025]
 - b. Administrative Assistant [2020 – 2025]
 - c. Technology [2020 – 2025]
2. Investigate and contract professional services to fulfill strategic direction as needed:
 - a. Governance Relations Firm [2020 – 2022]
 - b. Marketing [2022 – 2024]
 - c. Accounting [2020 – 2025]
 - d. PD Educational Consultation [2023 – 2025]
 - e. Professional Issues Consultant [2023 – 2025]

