

Leadership. Advocacy. Service. Unity.

The CSRT Strategic Plan



In March 2005 the CSRT Board of Directors embarked on the task of creating a strategic plan for your national association to guide our actions over the coming years. This was not an easy assignment considering the significant changes in the regulatory and professional environment of respiratory therapy in recent years.

For many years the CSRT has played the dual role of creating and enforcing practice standards and acting as the professional association for RRT's in Canada. Our role as regulator of the standards of respiratory therapy continues to change as provincial regulatory bodies are developed. Currently there are four regulated jurisdictions and the RRT's in these jurisdictions comprise greater than 75% of the RRT's in Canada. Five of the remaining provinces have started the process of establishing legislation in their province to institute self-regulation. The CSRT will always be a part of standards development and regulation, by ensuring that all provincial jurisdictions consider the national impact of their respective activities and further contemplate the impact on the profession.

Mission Statement

In light of the decision to change our role regarding regulation, the Board made the decision to focus resources on areas where our membership, in general, has expressed interest. This direction is based on the results of the most recent membership survey. The interests of our members are categorized into three basic areas. The membership is looking for valuable services; national consistency in standards and regulation; increased, effective advocacy efforts. These principles which are consistent with activities performed by most national professional associations facilitated the development of a new mission statement.

The new mission statement that will guide the decisions of your current Board of Directors is:

“THE CSRT PROVIDES NATIONAL LEADERSHIP THROUGH SERVICE, UNITY AND ADVOCACY FOR RESPIRATORY THERAPISTS IN CANADA.”

Our resources will be focused on our respiratory therapist members, in Canada, in the three areas of: service, unity and advocacy. This strategic plan was developed on the following foundation.

2005-2008 CSRT Strategic Plan

The following strategic plan discusses:

- The CSRT's primary goals;
- Guiding policies and principles
- The CSRT's Objectives for 2005-2008
- Specifics regarding:
 - Advocacy Activities
 - Continuing Education Activities
 - Research Activities
 - Membership Services Activities

Primary Goals

Based on the principles within our mission statement of service, unity and advocacy, we have created the following set of primary goals:

- To provide services which contribute to a better professional practice life for CSRT members.
- To advocate for the profession
- To raise the profile of the profession
- To contribute to improving the science and practice of respiratory therapy.
- To assist CSRT members in improving their professionalism.
- To unify the profession through facilitating common understanding among all practitioners and provincial professional groups, common standards and common processes.
- To become the primary source of professional development education

- To eventually become the go-to-source of research information on the practice of respiratory therapy.

Guiding Policies and Principles Statements

The primary policies and principles underpinning the CSRT's Strategic Plan for 2005-2008, based on the discussion of the participants of the strategic planning meeting include:

- Given the regulatory framework evolving at the provincial level, the CSRT must change its focus from involvement in regulatory matters to becoming the advocacy body for the profession of respiratory therapy and a membership services organization for members.
- It is recognized that the CSRT's shift to becoming an advocacy membership services association will take time and that the 2005-2008 period will be a period of transition for the organization.
- Because 75% of RTs in Canada already work in regulated jurisdictions and nearly all other provinces are pursuing self-regulation, the CSRT will continue to divest activities associated with regulatory matters with the target of removing itself from these activities by the end of 2008. These activities include:
 - Divesting sole ownership and maintenance of the RT Occupational Profile (already done with the creation of the NCP through our partnership with the National Alliance)
 - Divesting sole ownership of the entry to practice exam matrix (being developed through our partnership with the National Alliance)
 - Divesting the organization of a discipline process that attempts to regulate all RRT's, both CSRT members and non-members, and focuses on regulating the quality and professionalism of individuals that are allowed to be members of the CSRT.
- For the 2005-2008 transition period, the CSRT will assist non-regulated provinces in attaining regulatory legislation.
- For the transition period, starting September 2005, where there is no licensing body, regulatory services provided by the CSRT, including disciplinary activities and use of the CSRT RRT credential, will apply only to those registered respiratory therapists who are members in good standing with the CSRT..
- The CSRT will remain committed to activities and processes (such as the National Alliance of Respiratory Therapy Regulators) that contribute to nationally common and high quality practice standards and guidelines for respiratory therapy.
- Recognizing resource constraints, the CSRT will be selective regarding the issues and processes at the national level in which it will become involved as part of advocacy activities.
- The CSRT will work in partnership with provincial associations and regulatory bodies regarding various advocacy matters and lead advocacy efforts which are national in scope.
- Member services will be offered on a fee-for-service basis with the goal of generating reasonable operating surplus' to contribute to finding future advocacy and related activities.
- The CSRT will move away from breakeven approaches to projects in order to develop sources of non-dues revenues. This will minimize increases in annual membership dues while increasing the resources of the society
- The CSRT will ensure that advocacy activities favour CSRT members.
- The CSRT recognizes that respiratory therapists who wish to expand their career opportunities and improve the quality of their professional practice life should be given access to, and encouraged to take advantage of, a broad range of professional development education.

- The CSRT will develop continuing education offerings with the intent of providing continuing competencies education that qualifies for practitioners to maintain their license to practice in various provinces.
- The CSRT will develop and provide continuing education offerings that could lead to the practitioner to obtaining specialist certification on a voluntary basis through the CSRT, in addition to their RRT designation.

Objectives

Based on the above policies and principles the CSRT will seek to achieve the following objectives during the 2005-2008 period.

1. Realign the CSRT's Role in Regulatory Matters to that of Advocate for the Profession through Collaboration with Regulatory Colleges.

The CSRT will work to shift our primary focus from our current regulatory activities to those of an advocacy-based professional association. The timeframe for this will be a transition period extending from 2005-2008.

The CSRT will maintain active involvement in activities that contribute to common and high quality standards and guidelines of practice for RRT's. This will be accomplished by continuing to work with our partners on the National Alliance of Respiratory Therapy Regulatory Bodies

During the 2005-2008 transition period the CSRT will be addressing changes to our bylaws. Currently the CSRT applies its bylaws to current members, and in some cases to non-current members. The CSRT will work to limit the provision of benefits and the expenditure of resources to individuals that are current members.

Two of our current activities are providing a recognized RRT credential and addressing complaints and discipline issues regarding individuals that hold our credential. As an internationally recognized credential, the CSRT RRT in itself is considered an asset. At the 2005 AGM we will be forwarding bylaws that limit recognition of the credential by the CSRT to current members only. Part of limiting this credential recognition also includes limiting expenses related to complaints and discipline proceedings to individuals that are current members only.

2. Enhance Advocacy Efforts to Raise Awareness of RRT's at All Levels of Administration and Government and Address Issues of Concern to CSRT Members.

The CSRT and our profession still have work to do to raise our profile among the general public, members of government, employers and among other stakeholders within health care. The CSRT will continue to develop strategies that will assist us in raising awareness of RRT's at the national level.

The CSRT will identify opportunities for RRT's involvement at the national level regarding health care policy matters.

The CSRT will be selective when choosing advocacy opportunities to ensure that, in light of limited resources, any activities that we perform will have the desired impact. The RRT presence must be registered and visible.

We will continue to seek professional expansion in areas of interest, such as anesthesia, through collaboration with national and provincial organizations.

3. Enhance Membership Service Activities that Add Value to the CSRT from the Perspective of the Member.

The CSRT will work to provide high quality services that both relate to your professional interests and exploit our collective purchasing power. The focus will be on services that assist our members in improving your professional lives.

The CSRT will continue to offer:

- Professional liability insurance to members

- Access to a variety affinity programs (ie: discounted home/auto insurance, discounted mortgages, etc) that exploit the collective buying power of the membership.
- Employment information services and job listings.
- An annual education forum and trade show event.
- Increased information that is published or delivered in both official languages of Canada.

Aside from the services listed above that are associated with educational and research offerings, some of new projects that will be considered are:

- Offering marketing materials to assist our members and other stakeholders with promotion of our profession and our national society.
- Improving the selection of CSRT and RRT branded items that will assist stakeholders in promoting our profession.

4. Create Continuing Education Activities for Career Development and Specialization of the Profession.

Quality assurance and continuing education programs are used by regulatory bodies to ensure the ongoing competence of their registrants. The CSRT will now view continuing education as a service to its members, as opposed to a regulatory requirement. The CSRT will focus on providing educational opportunities that will allow all members to advance their practice and improve their professional lives. The CSRT will make every effort to ensure that these educational offerings will meet the continuing education and licensing requirements of individuals in the regulated jurisdictions.

The CSRT will develop business cases to determine the development of content and mode of delivery of various educational offerings. The CSRT will also be developing a business case for the development of clinical practice guidelines.

5. Increase Research Activities that will Build a Body of Knowledge Specific to the Needs of CSRT Members.

The CSRT will investigate possible areas of research. This will include clinical research, market research and professional research. Research will pursued as a member service and, if possible, a non-dues revenue source.

The role of the RRT is heavily entrenched in knowledge of advanced technologies and involves a significant amount of equipment. One potential area of market research will be to conduct satisfaction and perceptions research regarding the product and service offerings the various companies that supply equipment related to our profession. This would be a non-dues revenue source for the society.

The CSRT will also identify opportunities to participate in, and conduct research on, professional practice matters to identify the value of our profession in improving patient outcomes and the quality/cost of care. The CSRT will also participate in areas of research relating to respiratory therapy science, applications and clinical outcomes.

Conclusion

The 2005-2008 Strategic Plan is a clear reflection of organizational changes made within the CSRT. The entire CSRT Board of Directors is elected by the CSRT membership, and your Board of Directors is making every attempt to make the CSRT into an organization that responds to your needs as an RRT and a professional. The plan that you have just read will only come to fruition if you, as a member, make your professional needs known to us. Please communicate your needs with your local Board member or with CSRT Head Office. Share your talents – let us know how you can contribute to enhancing your profession through volunteering with the CSRT. The most important benefit of CSRT is the opportunity to participate in setting the direction for your chosen profession. There is no better way to do that than through participation in the activities of your national association.