



# STRATEGIC PLAN

*2019 - 2021*







# Key Messages

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## MESSAGE FROM THE PRESIDENT

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On behalf of the RMTBC Board of Directors, I am proud to announce our strategic plan for 2019-2021. Our 2019-2021 plan builds on our past plans and addresses the changing nature of both the profession and health care.

As the development of a strategic plan is not something most RMTs have been involved in, as such, it may not normally lend itself to being a document of importance. As our vision, mission, and strategic objectives identified in the plan will guide each decision by both the Board, our Executive Director and his team, it is not only the Board, staff but also our members that are accountable to this plan. We have developed this plan to set the future for our profession. I call upon each of our members within the profession to work towards achieving these goals and providing feedback so we can move our profession forward.

Sincerely,



**Anne Horng**  
RMT, President RMTBC

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# The Association



## REGISTERED MESSAGE THERAPISTS' ASSOCIATION OF BC

The Massage Therapists' Association (RMTBC) is a non-profit Association registered under the BC "Society Act" and represents Registered Massage Therapists in British Columbia. Massage therapy in BC has been a regulated health care profession since 1946 and is legislated by the government under the BC Health Professions Act.

The RMTBC was founded in 1983 and represents and advocates on behalf of the profession provincially, nationally and internationally. The RMTBC is the professional voice for RMT's in BC.

A Board of Directors consisting of nine (9) elected RMT's from throughout the province governs the RMTBC. Oversight of the Association's day-to-day operations is provided by an Executive Director who is also responsible for the management of a dedicated group of staff.

The Registered Massage Therapists' Association of British Columbia (RMTBC) is the largest professional body representing Registered Massage Therapists (RMT) in British Columbia.

A strong professional association represents the profession by advocating on behalf of the profession, educating the public, government, insurers and other health professions as to the important role massage therapy provides in the health and wellness for British Columbians.

When RMTs join the RMTBC they are actively supporting the mandate of the Association. As members, RMTs receive support, practice assistance and individual member benefits which contribute to a strong professional presence and profile.

*The practice of massage therapy is the assessment of soft tissue and joints of the body and the treatment and prevention of dysfunction, injury, pain and physical disorders of the soft tissues and joints by manual and physical methods to develop, maintain, rehabilitate or augment physical function to relieve pain and promote health.*

# Overview

## THE STRATEGIC PLAN

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The Registered Massage Therapists' Association of British Columbia (RMTBC) is pleased to present the association's Strategic Plan for 2019-2021. This plan builds on previous plans from 2013, 2016 and the updated 2018-2020 plan.

The new 2019-2021 RMTBC Strategic Plan provides for further focus on identifying and achieving improved public and government awareness of the profession through improved collaboration, stronger partnerships and increased awareness of the value and opportunities for registered massage therapy. The Board seeks to continue to reach out in respect to the Truth and Reconciliation Commission recommendation with the creation of a First Nations Advisory Council. Further, the Board recognizes the importance of evidence based and informed practice and has identified this as an important area for the profession.

The Board reviewed the current Vision and Mission Statements. A review was also conducted of the current core Values Statements. Updates and revisions have been made to better reflect the purpose and mandate of the Association as well as revision of the core values the organizations function under.

The 2019-2021 Strategic Plan is comprised of (5) five High-level Strategic Priority Areas. Within each of these areas, goals have been identified as measurable outcomes and key performance indicators (KPIs).

The identified high-level objectives are:

- **Evidence Based Practice**
- **Research**
- **Education**
- **Communication**
- **Workforce Development**

The RMTBC Three-Year Plan is the map that will connect the strategic goal/objectives with the action steps and measurements required for success. A detailed operational plan will be created to implement the many initiatives embedded in the Three- Year Plan.

The Board looks forward to the continued success and growth of the Association and is looking to all members and stakeholders to support these high-level objectives and the individual initiatives identified within each.

# Pillars



SOLUTION

## Mission

To lead the profession by fostering and inspiring excellence in practice, education and research.



LEADING

## Vision

To be a global leader in the profession by advancing the science and practice of massage therapy through research, evidence informed practice, innovation and collaboration.



INNOVATION

## Values

- Integrity and honesty are cornerstones to the operation and decision making of the RMTBC
- RMTBC is member-focused and is responsible and responsive to our member's needs
- Collaboration is a key element in developing partnerships to assist in achieving our goals and objectives
- RMTBC inspires members to be outstanding practitioners and strong advocates of their profession
- Innovation will underpin all activities to improve the profession
- Evidence-informed knowledge is the basis for all actions in support of our members and other stakeholders

# Strategic Objectives

Using the SMART planning process (Specific, Measurable, Attainable, Realistic and Timely) the RMTBC Board of Directors identified five (5) Strategic Goals/Objectives during the planning process. The Board has committed to focusing resources and support on these over the life of this plan.

These goals are the priorities as identified by the Board and are areas of significant importance to the profession.

**These objectives are:**

- I. Evidence Based Practice
- II. Research
- III. Education
- IV. Communication
- V. Workforce Development

## I. EVIDENCE-BASED PRACTICE

The 2019-2021 Strategic Plan will focus on supporting the need for evidence-based practice. This will be achieved by means of the following objectives being met:

Component	Strategic Objective
<b>EVIDENCE-BASED PRACTICE INITIATIVE #1</b> To develop resources in support of evidence-based practice	<ul style="list-style-type: none"><li>To actively pursue and develop resources to support members to embrace research as a foundational competency.</li></ul>
<b>EVIDENCE-BASED PRACTICE INITIATIVE #2</b> To actively work with the Ministry of Health and others to allow members to work to the full Scope of Practice of Massage Therapy	<ul style="list-style-type: none"><li>To review previous projects regarding SOP leading to a new strategy and implementation plan to advocate for RMTs to work to their full SOP</li></ul>

# Strategic Objectives

## II. RESEARCH

Research has been and continues to be a critical component to the work of the Association. It is imperative that research continue to remain a priority and key activity of the RMTBC. As such, the Board is committed to further support of this objective. Over the next three years the RMTBC Board commits to the continued support of research by the organization and staff by building greater capacity within the profession. Initiatives in this area include:

Component	Strategic Objective
<b>RESEARCH INITIATIVE #1</b> Develop partnerships with research organizations	<ul style="list-style-type: none"><li>The RMTBC will actively canvass provincial, national and international organizations interested in developing and establishing a partnership with the RMTBC. The focus of the partnerships(s) will be to encourage scientific and evidence informed research regarding Massage Therapy</li></ul>
<b>RESEARCH INITIATIVE #2</b> Create Evidence Informed Practice Guidelines	<ul style="list-style-type: none"><li>Funds will be allocated to support the development and maintenance of new practice guidelines based on evidence informed research and collaboration with other health professionals</li></ul>
<b>RESEARCH INITIATIVE #3</b> To encourage the involvement of a university or public	<ul style="list-style-type: none"><li>The RMTBC will canvass and actively pursue the development of a partnership with a university or other public educational institution in order to establish a research program specifically for massage therapy in Canada.</li></ul>
<b>RESEARCH INITIATIVE #4</b> Develop, support and fund research projects focussed directly to conditions and treatments provided by RMTs in order to build a base of evidence to support the profession	<ul style="list-style-type: none"><li>RMTBC will fund through partnerships with individual institutions, organization and/or individuals research projects to build a base of evidence to support profession</li></ul>

# Strategic Objectives

## III. EDUCATION

Education is an essential component of any regulated health profession and the RMTBC continues to lead in this area. In order to provide the profession and members with the resources necessary to meet their regulatory responsibilities as healthcare professionals and to continue to support the profession by providing educational resources to all levels of practitioner, the RMTBC Board through this planning process identified a number of key initiatives in support of continuing education, new graduate requirements and other educational supports. Initiatives in this area include:

Component	Strategic Objective
<b>EDUCATION INITIATIVE #1</b> Courses and programs to address practice issues	<ul style="list-style-type: none"> <li>Develop and implement new educational courses and professional development programs focussed on challenging practice areas:               <ol style="list-style-type: none"> <li>Professionalism</li> <li>Clinical Assessment</li> <li>Draping</li> <li>Communication</li> <li>Reflective Practice</li> <li>Conflict Resolution</li> <li>Small Business Development</li> </ol> </li> </ul>
<b>EDUCATION INITIATIVE #2</b> Pre-requisite on-line course for new Massage Therapy students	<ul style="list-style-type: none"> <li>The RMTBC will develop an on-line course which will include biology, profession awareness to prepare new students to enter the massage therapy profession</li> </ul>
<b>EDUCATION INITIATIVE #3</b> Develop and Implement Advanced Practice Model for Recognition and Credentialing	<ul style="list-style-type: none"> <li>Based on the Canadian Physiotherapy Association's Advanced Practice model, the RMTBC will develop and implement a credentialing process for recognition of advanced practice competencies in areas such as sport massage, mental health, women's health, etc.</li> </ul>



# Strategic Objectives

## III. EDUCATION

<b>EDUCATION INITIATIVE #4</b> Develop policies for the approval of Continuing Education courses endorsed or advertised by the RMTBC	<ul style="list-style-type: none"> <li>The RMTBC will develop policies related to the approval of Continuing Education courses sponsored or provided by the Association</li> </ul>
<b>EDUCATION INITIATIVE #5</b> Development of a Massage Therapy National Curriculum	<ul style="list-style-type: none"> <li>The Association will work towards the development of a standardized entry to practice curriculum which enhances the competencies of critical decision making, communication, research in order that individuals entering into the profession are properly prepared to address future opportunities and challenges of meeting the health delivery requirements of the public.</li> </ul>

## IV. COMMUNICATION

As the Association representing 70% of Registered Massage Therapists in British Columbia, it is critical that a strong and robust communication strategy be developed. The importance of marketing the efficacy of massage therapy to the public, government and other stakeholders is an important issue both provincially and nationally. As the profession is under threat by insurers and others it is paramount that the profession communicates on all fronts regarding its goal to be an integral partner in the delivery of healthcare services to British Columbians. The Board has identified the following initiatives:

Component	Strategic Objective
<b>COMMUNICATION INITIATIVE #1</b> To develop a robust communication plan over the next three (3) years	<ul style="list-style-type: none"> <li>To develop and distribute surveys to both members, the public and other stakeholders on a regular basis in order to gather relevant data regarding elements such as perception of the profession, member needs or areas of interest, etc.</li> <li>Continue to use social media platforms in addition to traditional communication modes such as printed material, website, etc.</li> <li>Develop a robust strategy to meet future challenges from insurers and other stakeholders regarding the efficacy of massage therapy</li> </ul>

# Strategic Objectives

## IV. COMMUNICATION

<p><b>COMMUNICATION INITIATIVE #2</b> Create an Editorial Board for the RMTBC Magazine</p>	<ul style="list-style-type: none"> <li>The RMTBC will create an editorial board for oversight of content and storylines for the RMTBC magazine</li> </ul>
<p><b>COMMUNICATION INITIATIVE #3</b> Expand and explore new opportunities to attend events and conferences related to other health care professionals, insurers and stakeholders</p>	<ul style="list-style-type: none"> <li>To actively increase participate in events and conferences related tradeshow both provincially and nationally in order to highlight the profession and the work of the Association</li> </ul>
<p><b>COMMUNICATION INITIATIVE #4</b> Create a historical timeline for use with the RMTBC website and other media</p>	<ul style="list-style-type: none"> <li>The RMTBC will collect and compile a historical database of events and milestones that reflect the history of the Association and the growth of the profession using such media as video and website</li> </ul>
<p><b>COMMUNICATION INITIATIVE #5</b> RMTBC outreach to members</p>	<ul style="list-style-type: none"> <li>To actively increase participation in events and conferences related professional tradeshow both provincially and nationally in order to highlight the profession and the work of the Association</li> <li>Develop and hold Townhall meetings throughout the province in order to foster a culture of excellence and collegiality within the profession</li> </ul>
<p><b>COMMUNICATION INITIATIVE #6</b> RMTBC First Nations/Indigenous Advisory Council</p>	<ul style="list-style-type: none"> <li>In the spirit of reconciliation the RMTBC will develop and fund a First Nations/Indigenous Advisory Council in order to promote the profession as a viable career path for Indigenous youth, to introduce massage therapy to First Nations Communities, to work with the First Nations Health Authority to increase opportunities for the delivery of massage therapy services to remote communities.</li> </ul>

# Strategic Objectives

## V. WORKFORCE DEVELOPMENT

All professions, particularly in those within the healthcare sector are witnessing and experiencing the importance of workforce development. Changing demographics, an aging workforce each are key areas of concern for every organization as they can seriously influence both the recruitment and retention of membership which ultimately may affect the profession. The Association's Board views this as an area of concern which requires strong leadership. This will be a key objective over the next three (3) years. In order to support the profession, its members and the public the Board has identified the following initiatives:

Component	Strategic Objective
<b>WORKFORCE DEV INITIATIVE #1</b> Demographic survey	<ul style="list-style-type: none"><li>To conduct a survey using the Canadian Institute for Health Information (CIHI) data dictionary to clearly identify practice environments, gender, etc.</li></ul>
<b>WORKFORCE DEV INITIATIVE #2</b> Aging workforce and transition strategies	<ul style="list-style-type: none"><li>Develop exit strategies and resources to address those practitioners leaving the workforce such as the development of a mentorship program</li></ul>
<b>WORKFORCE DEV INITIATIVE #3</b> Resources and Toolkit	<ul style="list-style-type: none"><li>Provide resources and tools to support members in establishing and growing their practice such as Webinars and on-line courses and workshops with CE credits</li></ul>
<b>WORKFORCE DEV INITIATIVE #4</b> New Graduate Support	<ul style="list-style-type: none"><li>Development new materials and resources in order to recruit and engage new massage therapy graduates with the association</li></ul>
<b>WORKFORCE DEV INITIATIVE #5</b> Identify new work opportunities for RMTs	<ul style="list-style-type: none"><li>Research and identify viable new opportunities for career growth of RMTs</li></ul>

# Summary

In closing, the Board of Directors of the Registered Massage Therapists' Association of BC is confident that the following five (5) key high-level strategies identified within the 2019- 2021 Strategic Plan

1. **Evidence Base Practice**
2. **Research**
3. **Communication**
4. **Education**
5. **Workforce Development**

will not only guide the organization and the profession forward but will also continue to demonstrate the leadership of the Association in respect of its mandate.

The Board is committed to the ideals identified within this plan and asks for our memberships support as we move forward.



## REGISTERED MASSAGE THERAPISTS ASSOCIATION OF BC

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