

Canadian Massage Therapist Association

Strategic Plan



The Process

In September 2023, the Board of Directors of the Canadian Massage Therapists Association undertook and engaged in a comprehensive organizational analysis utilizing the Non-profit Lifecycles approach/model originally developed by Susan Kenny Stevens. The model highlights the importance of the key capacity areas, or 'table legs' of governance, management, administration, and resources, that must be operating in balance to support a non-profit's programs and mission (the table top).

Diving deeper into each of these capacity areas, two surveys completed by the board provided extensive data and personal perspectives that the board utilized as they engaged in a robust strategic planning session on September 16, 2023. To articulate strategic priorities outlined in this plan, the board analyzed the current strategic plan (situational analysis) and subsequently engaged in appreciative processes to develop and identify key strengths, opportunities, aspirations, and results to inform their strategic conversations.

The board and sole staff member are dedicated and committed to increasing the effectiveness and efficiency of the organization. That was evidenced through the survey results as well as the board's active participation and engagement in strategic thinking and brainstorming exercises.

The first step in the strategic planning process was for the Board of Directors to articulate the vision, mission and values that will guide their decision making and actions over time. The data, analysis, and board articulation of priorities have been grouped into five strategic priorities that align with the lifecycles model (tabletop and table legs).

These strategic priorities create an interconnected framework for the development of a subsequent operational and implementation plans, including measures of success, objectives, and actions. Reporting (accountability) on progress regarding the objectives and actions should occur at regularly scheduled meetings of the Board of Directors throughout the lifetime of the strategic plan.

Embedded in and arising out of the strategic priorities are several capacity building projects. The board's commitment to advancing these projects will significantly enhance the success of the organization as it strives to fulfill its vision and advance its mission and values.

Position Statements

Vision

The Canadian Massage Therapy Association provides a forum for advocacy, sharing, and collaboration between and among massage therapy organizations, and is nationally and internationally recognized as a respected, integral partner in healthcare.

Mission

As the national voice for massage therapy, the Canadian Massage Therapy Association encourages evidence-informed practice and provides leadership to the massage therapy profession in Canada.

Values

LEADERSHIP

We envision, establish, and guide the national direction of the massage therapy profession in Canada.

We offer successful and rewarding programs and services of which we are proud.

We know that sharing our knowledge and experience and learning from one another makes us capable of great things.

PROFESSIONALISM

We adhere to and operate through professional standards as developed by publication of policy, position statements, and an investment in continuous quality improvement.

COLLABORATION

Through collaboration, we multiply our contribution and foster a deeper sense of community between and among the professional associations we represent.

Shared goals and mutual support allow us to provide innovative solutions to issues/challenges and opportunities facing the profession of massage therapy.

INTEGRITY

We practice fair, responsible & ethical leadership in the spirit of unity for the profession.

ACCOUNTABILITY

At the core of accountability is reliability and personal responsibility.

We work diligently and honour our commitments.

The CMTA accepts responsibility for all decisions, positions and any initiatives undertaken to achieve the vision of the CMTA.

RESPECT

The CMTA appreciates and values diverse opinions, perspectives, experiences, and backgrounds.

We promote an inclusive environment by engaging successfully with and encouraging full participation with a wide variety of individuals.

Strategic Priorities

Programs and Services

Align and affirm programs and services to advance the organization's mission

A well-defined, visionary program model contributes to organizational success and meaningfully addresses needs of member organizations.

Governance and Administration Framework

Strengthen the governance and administrative framework to ensure organizational stability

Organizational sustainability and stability are enhanced with strong governance and administrative structures and processes.

Strengthening this internal framework ensures that CMTA will continue to be recognized for its leadership by member organizations, partner organizations, government agencies, and the public.

Business Planning/Resource Expansion

Affirm a progressive, stable business plan

Affirming a progressive and solid business plan and corresponding practices, including the financial resources of the organization, provides stability for the organization to permit strengthened and expanded delivery of organizational programs and services.

Management

Strengthen and expand human resource functions of CMTA

Strengthening and expanding the management (human resource) structure and supports will improve the delivery of programs and services offered.

Programs and Services

Align and affirm programs and services to advance the organization's mission

A well-defined, visionary program model contributes to organizational success and meaningfully addresses needs of member organizations.

Desired Impact:

CMTA will be known for its visionary and evidence-based programming, distinguishing itself from other organizations that provide services for massage therapists.

Measures of success:

- CMTA has defined program portfolios (research, national advocacy and public relations, partnerships, and provincial member services).
- Relevant and impactful programs, services and supports are offered on behalf of and to provincial member organizations.
- Heightened levels of understanding of CMTA's vision, mission, and values.
- CMTA responds to expressed needs within the massage therapy community in relevant and meaningful ways.
- CMTA has amplified new voices, insights, and approaches, with a focus on evidence-based program development that adds value to the vision and mission of the organization.

Objective one:

Design a comprehensive and robust program assessment framework that measures impact and in turn, inform decisions (what to create, continue or conclude) about priority program offerings by:

- Assessing current organizational programs for mission relevance
- Gathering data from member organizations to determine relevance and importance of current programs and events
- Defining program pillars to ensure responsiveness to community need, relevance, and financial viability

Objective two:

Develop a meaningful and relevant program framework to enhance clarity and focus for organizational activities in the following pillars:

Research:

- Create a research program that prioritizes evidence-informed practice
- Promote research and evidence-based practice with partner organizations
- Advance research that emphasizes the efficacy of massage therapy

National Advocacy and Public Relations:

- Enhance public awareness of massage therapy as a health profession
- Lobby for:
 - Tax exemption for massage therapy services
 - Insurance access without physician referrals
- Advocate for massage therapist regulation and registration in all provinces, including:
 - National entry to practice examination
 - Consistent adherence to national competencies

Partnerships:

- Increase memberships with provincial massage therapy organizations
- Strengthen resource sharing and relationship development with other massage therapy organizations
- Strengthen relationships with massage therapy colleges/schools
- Develop partnerships with other healthcare organizations and allied health.

Provincial Member Services:

- Negotiate group benefits on behalf of provincial associations
- Offer accessible, evidence-informed educational and professional development opportunities for provincial member organizations



Governance and Administration

Strengthen the governance and administrative framework to ensure organizational stability

Organizational sustainability and stability are enhanced with strong governance and administrative structures and processes.

Strengthening this internal framework ensures that CMTA will continue to be recognized for its leadership by member organizations, partner organizations, government agencies, and the public.

Desired Impact:

The Board of Directors and key staff personnel understand governance, legal and fiduciary responsibilities and operate in accordance with good governance ideals for non-profit organizations with similar mandates and structures.

The Board of Directors and key staff personnel exercise their respective leadership roles with clarity, competence, respect, and integrity to ensure CMTA remains stable, focussed, and vital.

Sophisticated administrative systems are in place for competent management and decision-making. The organization operates from an outlined course of action for routine board and personnel matters.

Strengthened communication mechanisms exist internally and externally.

Measures of success:

- Governance and administrative structures and processes, including board and operational committees, are clarified, established, and formalized.
- Governance bodies (member organizations/board) understand their respective governance roles, responsibilities, and accountabilities.
- Board members understand risk and make informed decisions in accordance with their governance roles and responsibilities.
- Administrative, financial and communication systems are continually reassessed for adequacy to keep pace with program and administrative requirements.

Objective one:

Review and update board governance (structures, roles, and responsibilities) to align with policy-driven models of governance by:

- Engaging in ongoing board education sessions to design the most effective and efficient governance structure with clearly defined roles and responsibilities
- Undertaking a comprehensive review of governing documents (articles of incorporation, bylaws, and board policies)
- Developing a robust governance manual that aligns with best practices of non-profit organizations including:
 - Board of directors and officer roles and responsibilities
 - Terms of reference for board and working committees
 - Board policies
- Enhancing organizational functionality and stability through adherence to strong governance policies and practices
- Reviewing relevant policies and practices through a risk/succession lens

Objective two:

Develop organizational chart to facilitate effective role functioning, communication and decision making by:

- Creating terms of reference for administrative/program committees
- Clarifying roles/responsibilities of administrative/program committee chairs and committee members
- Establishing clear communication protocols and decision-making lines of authority



Objective three:

Review and develop, as required, comprehensive administrative policies and procedures by:

- Implementing robust financial management policy and procedures
- Creating operational policies and procedures manual as identified and required
- Implementing a review and update of the human resource policies and practices

Create a broad array of administrative policies and procedures to:

- Strengthen the human resource policies and practices surrounding the Executive Administrator role
- Ensure minimal impact on organization functioning in the event of disruption or personnel change
- Implement a comprehensive employee and volunteer success/support program

Business Planning/Resource Expansion

Affirm a progressive, stable business plan

Affirming a progressive and solid business plan and corresponding practices, including the financial resources of the organization, provides stability for the organization to permit strengthened and expanded delivery of organizational programs and services.

Desired Impact:

Financial stability and sustainability will strengthen the capacity of the organization.

The CMTA financial and business plan is perceived with integrity by member organizations and partnering agencies.

Measures of success:

- Organizational sustainability is enhanced by balancing opportunities with available financial and human resources
- Revenue sources are diversified
- CMTA leaders and member organizations have a strong sense of economics and financial requirements

Objective one:

Undertake a risk management assessment to ensure organizational stability by:

- Developing a comprehensive and innovative fundraising strategy
- Developing policies to mitigate financial risk and key person vulnerabilities
- Identifying tools and resources to support financial administration

Objective two:

Increase organizational stability and funding priorities by generating multiple streams of revenue to support initiatives, research, and partner collaborations by:

- Formalizing partnerships with external agencies to advance the vision and mission of CMTA
- Hosting national/international education opportunities (conferences/webinars)
- Developing and pursuing alternative revenue generating programs/products, grants, and sponsorships
- Expanding and defining classes of memberships
- Securing provincial organizational commitments to membership

Management

Strengthen and expand human resource functions of CMTA

Affirming a progressive and solid business plan and corresponding practices, including the financial resources of the organization, provides stability for the organization to permit strengthened and expanded delivery of organizational programs and services.

Desired Impact:

Effective, efficient, and responsive management structure to support staff and volunteers.

Professional administrative, financial, and communication personnel and processes are in place to support an expanding and complex array of programs

Smooth transitions with minimal disruption in the event of critical incidents or leadership changes ensuring minimal impact to funding streams or program delivery, and continuation of strong leadership supported by robust organizational administrative and governance processes

Measures of success:

- CMTA is able to recruit and retain qualified and engaged staff.
- Staffing requirements and support systems are continually reassessed for adequacy to keep pace with program growth.
- CMTA is focussed on articulated organizational priorities, rather than ad hoc decisions.

Objective one:

Define and expand the human resource capacity needed to support the current and future growth of CMTA by:

- Reviewing current and future staffing needs and create necessary staff, volunteer, and contract positions
- Engaging qualified (full-time or part-time) staff
- Developing a comprehensive and relevant risk management policy to address human resource challenges/opportunities and succession planning
- Identifying risk mitigation processes for key board (governance) and senior staff (administrative) leadership positions



Reach out to CMTA

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