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Occupational Therapy Australia is the peak professional body representing the interests of occupational therapists across the country. As a national organisation, Occupational Therapy Australia encompasses activities in all states and territories and has a membership of over 5000 individual occupational therapists.

Occupational Therapy Australia is a member service organisation, playing a mix of key roles in professional development, advocacy, collegial networking, as well as the provision of quality member services. Occupational Therapy Australia strives to ensure that members consistently receive quality, responsive services that add significant value to their careers, and aims to support, promote and represent the occupational therapy profession across Australia.

Occupational Therapy Australia represents its members and is actively involved in reviews and consultations on matters that affect the profession and its practitioners. Our representatives also advocate on behalf of the members by preparing and forwarding submissions to various Departments of the Australian Government, their agencies and other organisations.

Occupational Therapy Australia representation activities are supported by volunteer member networks, which provide advice and recommendations on key issues that impact members and those to whom they provide services. These networks provide an opportunity for members to influence all levels of Government in Australia.

In addition, Occupational Therapy Australia is a member of key health alliances. As such, it works in collaboration with other members of these alliances, and continuously lobbies policy makers and stakeholders on key issues affecting the allied health professions.

**STRATEGIC DIRECTIONS FOR 2014-17**

Through the 2014-17 Strategic Plan, Occupational Therapy Australia seeks to position itself as an increasingly member-centric organisation with a distinctive brand, valued by occupational therapists and the community.

Occupational therapy is a client-centred health profession. Occupational therapists focus on promoting health and well being through occupation. The primary goal of occupational therapy is to enable people to participate in the activities of everyday life. Occupational therapists achieve this outcome by working with people and communities to enhance their ability to engage in the occupations they want to, need to, or are expected to do, or by modifying the occupation or the environment to better support their occupational engagement. (Adapted from WFOT, 2012)

A range of factors will promote the growth of the profession, including consumer demand, ageing of the population, a shift in the community’s disease burden to chronic and non-communicable conditions, the growth of primary health care, as well as technological developments. As a result there will be a greater need for occupational therapy.

These strategic directions seek to enhance development in many key aspects of relevance to the profession and the many diverse professional practice roles undertaken by the profession. Notably, there will be a key focus on developing research capacity and capability in research across the profession, given the advent of Occupational Therapy Australia’s Research Foundation. There will be an increasing focus on developing professional practice and standards, and further enhancements to the provision of continuing education.

This plan has been developed following consultation with various stakeholders of Occupational Therapy Australia, including members who advise on various Occupational Therapy Australia committees (the National Advisory Council, the National Continuing Professional Development Reference group and the newly established Research Foundation), as well as Divisional councils and staff. Detailed environmental scans were developed, used, and referred to in the development of the plan.

The Board is excited by the directions Occupational Therapy Australia is taking in the coming years, and welcomes the participation of our many members and partners in sharing the journey ahead. The Board thanks the many members who assisted in formulating the directions.
MISSION
To serve, promote and represent members and be the pre-eminent voice for occupational therapy and of occupational therapists in Australia.

VISION
By 2017, Occupational Therapy Australia will have strengthened its national identity, and be inspiring Australian occupational therapists to excel professionally and engage with Australian and International Communities.

WE VALUE
RESPECT for our members, our staff, the profession, our communities
UNITY in purpose
EXCELLENCE in research, practice and performance
INTEGRITY and expect ethical behaviour
COLLABORATION to achieve success
ACCOUNTABILITY for behaviour, performance, and outcomes.
IN ORDER TO ACHIEVE ITS MISSION, WE WILL **SEE** ENHANCEMENTS IN THE FOLLOWING AREAS:

**Strengthen(ing) of**
- our national identity

**Engage(ment) with**
- our members
- levels of government
- policy makers
- international partners
- consumers of occupational therapy services

**Excel(lence) in**
- provision of continuing professional development
- developing research capacity and increased research profile of the profession
- development and maintenance of professional practice standards
- ensuring sustainability
1: STRENGTHEN
Focusing on our National Identity

BY 2017

The structure and operations of Occupational Therapy Australia will reflect those of national entities, ensuring delivery of services to members nationwide, through effective and efficient use of resources.

Members will report satisfaction with service delivery and will identify with belonging to a national organisation rather than a Division.

KPIs

- Standardised membership rates and membership renewal cycle
- Increased standardisation of membership products and services
- Increased integration of Divisional structures to form national perspectives on professional matters
- Development of national policies, procedures, guidelines and position statements
- Consistency in branding of the organisation.

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<tr>
<th>GOAL</th>
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| Enhance relationships with existing key external stakeholder groups to support Occupational Therapy Australia in its strategic endeavours | • Regular liaison with policy makers and key organisations in the delivery of health care  
• Partnerships with other health professional organisations with similar objects to achieve coordinated lobbying. |
| Further enhance the culture and practices of belonging to a single national entity | • Further support the work of Divisions to streamline efficiencies and practices of being a National entity  
• Review organisational structures and processes to support the work and development of a single entity  
• Nationally developed policies, guidelines and position statements  
• Enhancement of National approaches to revenue and expense management  
• Create further opportunities to develop a national focus on membership services. |
| Enhance the profile and visibility of the Board nationwide | • Create opportunities to meet and discuss membership matters with members across the country  
• Create a range of board communication strategies with members. |
| Further strengthen the Occupational Therapy Australia presence in WA |
### 2: ENGAGE

**Focusing on Membership**

#### BY 2017

Membership of Occupational Therapy Australia will be the highest it has been since unification.

There will be evidence of satisfaction by members regarding the focus of work undertaken by Occupational Therapy Australia for and on behalf of members.

#### KPIs

- Improved levels of high satisfaction ratings from 60% by members of Occupational Therapy Australia in the services and benefits provided
- Increased number of members involved in Occupational Therapy Australia activities
- Satisfaction from active members regarding their level of engagement with Occupational Therapy Australia.

#### Key Areas of Focus

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| Facilitate member engagement in a range of activities to enhance the national identity and culture of Occupational Therapy Australia | • Reviewing governance structures to facilitate engagement:  
  » student and new graduate participation  
  » member participation on national working parties, committees, projects, and consultations  
  • Identify training and other support needs of members on committees/working parties. |
| Identify national perspectives on key matters of importance to the profession | Establishment of various mechanisms to facilitate discussion and engagement of members on a variety of key issues. |
| Enhance engagement through the use of timely, contemporary, cost effective and easily accessible technologies which meet the diverse communication and support needs and expectations of members | Provision of valued communication to members which utilises contemporary, easily accessible and diverse communication media:  
  • website  
  • social media apps (Facebook, Twitter, etc)  
  • printed media  
  • podcasts. |
2: ENGAGE

Focusing on Lobbying and Advocacy

BY 2017

Occupational Therapy Australia will be recognised and known by key Commonwealth agencies, Departments and non government organisations as an active, credible and influential organisation representing a profession which is solution-focused, proactive, and actively contributes to shaping health, disability and aged care, and welfare reform.

Members will regard Occupational Therapy Australia as having an “enhanced voice” which speaks to issues of concern, for both the profession and its clients, with credibility.

KPIs

• Increased number of evidenced based position statements on key areas of occupational therapy practice which inform lobbying and advocacy activities
• Increased number of media releases, opinion editorials, letters, and other media content produced by Occupational Therapy Australia and adopted by media
• Increased awareness and satisfaction from members regarding lobbying and advocacy activities undertaken
• Increase in number of proactive approaches to and from media in which to promote the profession
• Number of invitations received from government seeking our participation
• Impact of lobbying and advocacy activities in enhancing the profession’s voice and policy.

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<th>GOAL</th>
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<tr>
<td>Build staff and volunteer confidence and capabilities in lobbying and advocacy activities</td>
<td>Develop the capabilities of the profession and the Association staff in effective lobbying and advocacy practices.</td>
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<tr>
<td>Develop capacity of Occupational Therapy Australia to respond to policy issues</td>
<td>Increase use of print and audio media to project the voice of the profession on targeted issues of importance to the profession or the consumers we serve.</td>
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<td>Enhance communication and discussion of lobbying activities within the membership</td>
<td>Develop a range of interactive communication strategies to enhance communication flow.</td>
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</tbody>
</table>
| Enhance the profile of the profession and its capacity to influence on issues that affect local and global communities | • Develop position statements on a range of areas of value and importance to the profession and the consumers it serves
• Occupational therapy expertise in specialty areas of practice is identified, supported and accessed by media. |

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2: ENGAGE

Focusing on Lobbying and Advocacy (cont’d)

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<th>GOAL</th>
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<tr>
<td>Enhance profile of the profession and its capacity to influence in key areas of practice</td>
<td><strong>Disability</strong>&lt;br&gt;• Continue to influence the NDIS reform agenda through the NDIA, Commonwealth and state Governments and agencies</td>
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<td><strong>Aged Care</strong>&lt;br&gt;• Continue to influence the Aged Care reform agenda through DOHA/NACA</td>
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<td><strong>Mental Health</strong>&lt;br&gt;• Explore emerging models of care and impact for the profession and consumers</td>
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<td><strong>Primary Health</strong>&lt;br&gt;• Assist Divisions to create links with Medicare Locals&lt;br&gt;• Increase opportunities to influence the Australian Medicare Locals Alliance with matters relevant to the profession&lt;br&gt;• Review occupational therapy access and take up of Medicare funded programs, and influence opportunities to enhance system improvements</td>
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<td><strong>DVA</strong>&lt;br&gt;• Continue to influence enhancements to DVA policies to support occupational therapy service provision to the veteran community.</td>
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<td>Profile of the profession and its capacity to work in partnership with population groups on issues that affect local and global communities is enhanced</td>
<td><strong>Aboriginal and Torres Strait Islander peoples</strong>&lt;br&gt;• Development of collegial and collaborative partnerships with national Aboriginal and Torres Strait Islander organisations, occupational therapists, and community members to support key policy areas, higher education, research, and the occupational therapy profession to provide culturally responsive practice&lt;br&gt;• Development of a Reconciliation Action Plan Group and an Aboriginal and Torres Strait Islander Occupational Therapy Reference group to support the development and implementation of the Reconciliation Action Plan</td>
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<td></td>
<td><strong>CALD</strong>&lt;br&gt;• Development of collegial and collaborative partnerships with national CALD organisations, CALD occupational therapists, and community to support key policy areas, higher education, research, and the occupational therapy profession to provide culturally responsive practice</td>
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<td></td>
<td><strong>Rural and Remote</strong>&lt;br&gt;• Development of collaborative partnerships both with professional and community groups to respond to rural and remote community health issues, including development and recognition of advanced generalist practitioners.</td>
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## 2: ENGAGE

_Focusing on Lobbying and Advocacy (cont’d)_

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<tr>
<td>Work with government agencies to address policy and resources to support occupational therapy practice in key areas</td>
<td>Emerging themes arising from various lobbying, advocacy, and representation activities are identified, reviewed, and considered with regard to policy development, professional development, and research implications for the profession</td>
</tr>
</tbody>
</table>
| Promote occupational therapy health sector workforce matters to relevant agencies | Create effective working relationships with relevant Commonwealth agencies and Departments:  
  - Chief Allied Health Officer and the directorate (DOH)  
  - HWA  
  - Departments of Education and Employment. |
2: ENGAGE

Focusing on Representation

BY 2017

Occupational Therapy Australia will have increased its coverage of representation activities on an expanded scope of areas relevant to the profession.

The Association will continue to be recognised by key Commonwealth agencies, Departments and NGOs as representing an active, credible and influencing profession that has actively contributed to shaping health, disability and aged care, and welfare reform.

Members will have increased awareness of and satisfaction in representation activities and their impact.

KPIs

- Increased number of representation activities covering wider breadth of practice areas/issues
- Impact and outcomes of representation activities for consumers and the profession are identified, recorded and analysed for emerging themes of interest and relevance to the profession.

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| Develop the capabilities of the profession and the Association staff in effective representation practices | • Expand areas of representation activities.  
• Expand number of members engaged in representation activities  
• Enhance confidence of member representatives in representation activities. |
| The various contributions representatives have made in various representation activities are promoted widely to members | Use of a range of technologies to facilitate communication of activities to Occupational Therapy Australia members. |
2: ENGAGE
Focusing on International Relations and Practice

BY 2017

Occupational Therapy Australia will have increased its participation in World Federation of Occupational Therapy (WFOT) activities both locally and overseas.

It will also have cultivated collaborative relationships with key international Occupational Therapy Associations for the benefit of sharing resources and learnings in Association management.

KPIs

- Hosting of 2015 meeting of international occupational therapy Associations
- WFOT delegate attendance and participation at WFOT Congress/Council meetings.

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| Increase the engagement of the profession in WFOT activities both locally and overseas | • Occupational Therapy Australia is represented at the 2014 WFOT Congress in Japan  
• Support developing countries to attend WFOT Conference. |
| Enhance relationships with international occupational therapy Associations to foster collaboration on activities | • Expand on relationships with NZ, US, Canada and UK occupational therapy Associations to facilitate learning and seek opportunities for collaboration on activities to enhance services provided by each Association  
• Host the 2015 meeting of international occupational therapy Associations  
• Enhance sharing of resources between countries such as CPD  
• Explore the creation of a sister/partner country to increase engagement. |
2: ENGAGE

Focusing on Consumers

BY 2017

Occupational Therapy Australia will have increased its profile and participation with consumers of occupational therapy services, enabling it to better understand consumer needs of occupational therapy services, and how these can be best delivered.

Consumers will regard occupational therapists as authentic providers of client centred services.

KPIs

- Conferences include presentations by consumers
- Involvement of consumers in lobbying and advocacy
- Involvement of representatives of key consumer groups at conferences.

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| Develop processes by which Occupational Therapy Australia and its members can better understand and engage with consumers to identify the philosophy of service delivery which most meets their needs | • Review the learning from involvement of consumers in the National Disability Insurance Scheme  
• Engage with national and state consumer groups  
• Engage with the national and state mental health commissions and their consumer groups  
• Engage with the first Australian NDIS consumer group. |
| Increased profile of occupational therapy with consumers, working collegially and collaboratively to promote/enhance wellbeing through occupation | Explore the development of a range of promotional strategies and partnerships with consumer groups. |
| Increased profile of occupational therapy with consumers and consumer groups regarding how Occupational Therapy Australia can assist them as partners in their health care | • Development of a Consumer Interest Group  
• Development of a Consumer and Community Participation statement. |
| Seek opportunities to engage consumers and consumer groups in lobbying activities in which we are involved | |
| Encourage occupational therapy to provide culturally responsive professional practice in partnership with Aboriginal and Torres Strait Islander peoples, using a human-rights based approach, including self determination | Develop resources that encourage and support occupational therapists to work in partnership with Aboriginal and Torres Strait Islander peoples to develop culturally responsive services aligned with human rights. |
3: EXCEL

Focusing on Continuing Professional Development

**BY 2017**

Occupational Therapy Australia will be:

- the gateway of nationally integrated professional development for Australian occupational therapists
- recognised by its members as providing high quality learning opportunities, resources and education events
- providing relevant, accessible, and evidenced-based learning opportunities that inspire occupational therapists to excel.

**KPIs**

- Increased range of delivery methods for professional development
- Increased uptake of CPD by membership, especially by rural and remote therapists
- CPD opportunities provided to key areas of practice
- Increased access and satisfaction of CPD provision by rural and remote members
- CPD accessed by over 50 percent of the membership
- CPD is rated as a quality, appropriate and relevant member service by all participants
- Successful and well attended conferences which are highly regarded by the profession.

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| CPD is **designed** to meet diverse learning needs and practice areas | - Develop a tiered training system, accommodating novice to mastery levels in the delivery of PD, through partnerships with other organisations
- Provide members with a menu selection of opportunities for skills development
- Integrate CPD offerings provided by special and rural interest groups (“SIGs and RIGs”) and communities of practice
- Reflect the interests and developments of occupational therapy practice internationally
- Offer CPD opportunities across and not just within Divisions. |
| Provision of evidenced based, quality and financially sustainable National and State Conferences | Ensure National and State conferences highlight Australian leaders in the profession, are evidenced-based, support clinicians and academic researchers, and provide quality presentations which are fiscally rewarding for Occupational Therapy Australia. |

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3: EXCEL

**Focusing on Continuing Professional Development (cont’d)**

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| CPD is provided to ensure ease of **access** for all and **diverse** delivery | • Investigate and identify appropriate multiple and flexible delivery modes and technology  
  • Enhance rural and remote therapists’ access to CPD  
  • Include national and international tours and presenters  
  • Encourage links between members of the same interests – across Divisions. |
| CPD is **promoted** in timely and diverse ways | • Ensure cross promotion of all PD to all occupational therapists in Australia, including all non-member registered occupational therapists  
  • Expand and promote Mentorlink as a nationwide service that supports CPD. |
| **Information systems** support provision of CPD | Investigate a range of technology options and identify appropriate technology options to support CPD delivery nationally. |
| **CPD Policy and Governance** structures are consistent and integrated nationally | Ensure standardised policies and practices pertaining to CPD delivery. |
| **Partnerships** used for CPD will be effective and confirmed through MOUs with a range of stakeholders | • Develop partnerships with providers of high quality CPD to aid CPD delivery  
  • Explore delivery of CPD via accredited providers such as RTOs within the Australian Qualifications Framework  
  • Develop memorandums of understanding (MOUs) with other professions to create reciprocal CPD benefits in areas of mutual interest.  
  • Explore partnerships with tertiary education providers who could assist with provision of ongoing professional development programs for the profession (short courses and formal qualifications) – both occupational therapy-specific and generic  
  • Explore provision of CPD via MOUs to international markets. |
| **Evaluation** of CPD will be multidimensional and inclusive of effectiveness, satisfaction and efficacy measures | Develop meaningful evaluative measures for CPD which address appropriateness, accessibility, and skill and knowledge attainment, which show high/improved ratings over time. |
| **Active engagement of leaders** in the profession in Occupational Therapy Australia CPD | • Accessing leaders to support new graduates’ entry and transition into the workforce  
  • Engaging occupational therapy managers to build professional capabilities to further enhance the occupational therapy profession in their workplaces and local communities. |
3: EXCEL

Focusing on Research

BY 2017

Occupational Therapy Australia’s Research Foundation (OTARF) will develop opportunities for members to support Australian occupational therapy research and to be supported in that research. Australian occupational therapy researchers will be identified and recognised. The research capacity and capability of occupational therapists and the profession will be enhanced to improve the health and well-being of Australians.

KPIs

- Increased engagement by members with OTARF activities
- Increased financial base of the OTARF
- Increased visibility of Australian occupational therapy research and researchers
- Opportunities for research and evidence-based practice professional development for Australian occupational therapists are supported
- Increased impact factor for the Australian Occupational Therapy Journal (AOTJ) from .723
- Establishment of the Australian Occupational Therapy Research Academy
- Development of a range of Position Statements relevant to research
- Development of networks with international occupational therapy research foundation organisations.

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<tr>
<td>To ensure the Research Foundation has the appropriate structures and processes to fulfil its vision and mission</td>
<td>Develop the required structures and processes to facilitate the work of OTARF.</td>
</tr>
</tbody>
</table>
| To increase visibility and recognition of Australian occupational therapy research and researchers | • Establish award and recognition program  
• Develop guidelines for researcher publication strategies to maximise visibility  
• Establish the virtual register of Australian occupational therapy researchers  
• Create a virtual "college" that showcases and provides links to Australian occupational therapy researcher profiles and outputs  
• Develop processes to recognise Australian occupational therapists who have made outstanding contributions to building research capacity through research advocacy, education, supervision, mentoring or productivity  
• Lobby regulatory authorities regarding the identification and coding of occupational therapy research  
• Develop guidelines for occupational therapy researchers to maximise visibility in national reporting including strategic selection of codes, keywords, and researcher identification material. |

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### 3: EXCEL

**Focusing on Research (cont’d)**

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<tr>
<td>To benchmark the focus of the Research Foundation with International practice to enhance credibility and to attract funding</td>
<td>Host a meeting of international occupational therapy research representatives at the 2015 international occupational therapy Association meeting in Melbourne.</td>
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<tr>
<td>To promote the role of our professional journal, AOTJ, and to increase the number of high quality papers by Australian occupational therapy researchers that are accepted for publication</td>
<td>- New Editor appointed prior to the completion of the current Editor's term&lt;br&gt;- Impact factor of AOTJ increased from .723.</td>
</tr>
<tr>
<td>To support opportunities for research and evidence-based practice professional development for Australian occupational therapists</td>
<td>- Develop relevant position statements to support research activities by the profession&lt;br&gt;- Support OT Seeker to be a sustainable accessible open resource, available to all occupational therapists in Australia and internationally&lt;br&gt;- Provide occupational therapy-specific research through online and flexible learning approaches&lt;br&gt;- Contribute to the quality of occupational therapy undergraduate training in research skills and evidence to promote research careers and quality of research undertaken.</td>
</tr>
<tr>
<td>Maintain and increase the financial base of the OTARF</td>
<td>- Develop strategic investment processes and systems to ensure prudent management of expenditure&lt;br&gt;- Expand donor programs including industry, scheduled member giving, significant philanthropic donations, and bequests.</td>
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<tr>
<td>Enhance the research culture and capacity across the profession through development of alliances and contribute to multi- and trans-disciplinary research efforts</td>
<td>- Engage members in activities that will build research capacity of individuals, groups and the profession including fundraising, research training, research dissemination and research advocacy&lt;br&gt;- Increase the research evidence base that Australian occupational therapists have available for their work&lt;br&gt;- Integrate Australian national health and research priorities and the priorities of members.</td>
</tr>
<tr>
<td>To ensure effective and creative communication processes are established to communicate the role, activities and achievements of the OTARF to a range of stakeholders</td>
<td>- Establish and enact a communication plan to inform members and prospective donors about the purpose and priorities of the OTARF&lt;br&gt;- Translate research into practice to ensure research has impact and adds value for all occupational therapists.</td>
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<tr>
<td>To contribute contemporary thinking and evidence pertaining to areas of occupational therapy practice to inform Government policy debate and local policy decisions</td>
<td>Develop systems to access research data on a range of contemporary issues to inform policy debate, such as via the virtual register of Australian occupational therapy researchers.</td>
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### 3: EXCEL

**Focusing on Professional Practice, Standards and Workforce**

#### BY 2017

Occupational Therapy Australia will have actively participated and influenced the enhancement of professional standards and be influential in addressing workforce related issues.

There will be increased clarity and recognition by Government and other agencies regarding the role and scope of Occupational therapy practice and its contribution to health outcomes in the community.

#### KPIs

- Development of an Advanced Practitioner framework
- Development of position statements and clinical practice guidelines of value to members
- Active ongoing involvement and influence on WFOT program accreditation.

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<tr>
<td>Facilitate effective working partnerships with the Occupational Therapy Board of Australia (OTBA) and the Occupational Therapy Council (OTC) to ensure the enhancement and expansion of professional standards for the occupational therapy profession</td>
<td>Influence the development on scopes of practice.</td>
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<tr>
<td>Ensure occupational therapy assistants contribute positively to occupational therapy practice</td>
<td>Influence the development of framework to recognise and support advanced practitioners in the profession.</td>
</tr>
<tr>
<td>Continue to influence the ongoing development of program Accreditation standards and the alignment and commitment to WFOT accreditation standards</td>
<td>Provide the support, structures and strategies to engage interested members to ensure WFOT standards are met by all Australian programs.</td>
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### 3: EXCEL

**Focusing on Professional Practice, Standards and Workforce (cont’d)**

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| Facilitate effective working relationships with key Government workforce-related agencies to assist in developing opportunities to enhance professional standards | Further develop relationships with  
• Health Workforce Australia (HWA)  
• Dept of Health (DOH), via the Chief Allied Health Officer  
• Occupational Therapy Board of Australia (OTBA)  
• Occupational Therapy Council OTC  
• Department of Veteran Affairs (DVA)  
• Department of Employment,  
• Department of Education  
• Department of Social Services (DSS). |
| Enhance and promote possible future employment directions for the profession and facilitate workforce capacity building in new/emerging employment sectors | • Review employment implications arising from Government reforms (Aged Care, NDIS, Primary Health)  
• Review areas of practice by occupational therapists working in emerging areas  
• Support ANZCOTE regarding expanding fieldwork opportunities in emerging sectors. |
| Create strategies to support members returning to work to assist with recency of practice | Explore role of Mentorlink to support recency of practice. |
| Influence and lobby key employer/funding groups regarding professional practice issues which impact on the profession and the consumers it serves | Develop resources to support and clarify the role of occupational therapy in various fields of practice. |
| Provide clarity to consumers and other external stakeholders as to expected practice in key areas of occupational therapy practice | Develop a range of position statements and guidelines defining practice in occupational therapy. |
3: EXCEL

*Focusing on Sustainability*

**BY 2017**

Occupational Therapy Australia will continue to be a financially viable organisation with a strong commitment to sustainability.

Membership of Occupational Therapy Australia will be the highest it has been since unification. There will be evidence of satisfaction by members regarding the focus of work undertaken by Occupational Therapy Australia for and on behalf of members.

**KPIs**

- Membership growth, especially in key sectors:
  - students
  - new graduates
  - rural and remote therapists
- Increased retention of members
- Reduced number of lapsed members
- Increased interest in active engagement by members on various working parties/committees.
- Reduction in proportion of membership income to total income
- Increased and diversified revenue streams
- Increased surplus from flagship events
- Reduction of energy consumption by Occupational Therapy Australia offices
- Increased proportion of registered occupational therapists who are members from 33% to 40%.

**GOAL**

**KEY AREAS OF FOCUS**

| Facilitate membership growth through creative and meaningful attraction and retention strategies | • Develop membership benefits which meet member needs and support the diverse locations where members live and work |
| | • Develop student and new graduate strategies which support "lifelong" engagement |
| | • Develop rural and remote services which facilitate increased growth in membership from rural and remote therapists. |
| Explore a range of strategies to diversify and enhance revenue | • Increase opportunities for sponsorship and advertising of Association products which are appropriate to the mission of the organisation |
| | • Seek opportunities for grant funding for projects which enhance consumer and/or professional practice |
| | • Review existing policies and operational practices to ensure efficiency. |
| Explore ways of reducing our carbon footprint and its impact on the environment | • Benchmark practices with other Associations and identify improvement strategies |
| | • Review waste management practices. |