



# BRITISH ASSOCIATION OF HAND THERAPISTS

## Strategic Plan 2015 - 2018

**To ensure that the over-riding aim of BAHT remains key to the functioning of the association.**

To meet the aims and objectives as set out in this strategic plan in order to:

1. Advance and promote the study and general knowledge of treatment of the hand.
2. Publicise and promote understanding and information in order to encourage high standards of care and research in this field

<b>1. Financial</b>			
<b>OBJECTIVE</b>	<b>ACTION PLAN</b>	<b>BY WHOM</b>	<b>TIMEFRAME</b>
Control and monitor the funds of the association to ensure the capital is maintained	<ol style="list-style-type: none"> <li>1. Review of funds / accounts</li> <li>2. 6-monthly meeting with bank regarding investment performance</li> <li>3. Budget planning</li> <li>4. Regular audit as per Security of Funds</li> </ol>	<ol style="list-style-type: none"> <li>1. EC</li> <li>2. Director of Finance and Chair</li> <li>3. EC (lead by Director of Finance)</li> <li>4. Lead by Director of Finance, and auditors</li> </ol>	<ol style="list-style-type: none"> <li>1. Every EC meeting (bi-monthly)</li> <li>2. January and September</li> <li>3. Annually (Feb)</li> </ol>
Ensure long-term sustainability of the journal and reduce financial burden on BAHT	<ol style="list-style-type: none"> <li>1. Continue to maintain regular contact with SAGE in relation to marketing to increase subscriber base (short term ~ 1 year) and manuscript submission</li> </ol>	<ol style="list-style-type: none"> <li>1. Journal Editor, EC and SAGE</li> </ol>	<ol style="list-style-type: none"> <li>1. Annually</li> <li>2. In 3 years</li> </ol>
Security of funds	<ol style="list-style-type: none"> <li>1. Ensure protocols and procedures in place to ensure accountability of funds, including regular (2 yearly) audit</li> </ol>	<ol style="list-style-type: none"> <li>1. Director of Finance and Chair, with advice from BAHT legal advisors</li> <li>2. Lead by Director of Finance, and auditors</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing through year</li> <li>2. Ongoing</li> </ol>
Income generate	<ol style="list-style-type: none"> <li>1. Maintain and improve links with potential advertisers throughout year, highlighting conference, journal, e-bulletin and website</li> <li>2. Ensure conference is financially viable – see Conference section</li> <li>3. Review Gift Aid process and optimize income form Gift Aid</li> </ol>	<ol style="list-style-type: none"> <li>1. All committee members, lead by Chair</li> <li>2. All committee members, lead by Chair</li> <li>3. Lead by Director of Finance</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing with annual review of advertising packages</li> </ol>



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<b>Financial (cont)</b>			
Maintain and grow the membership of BAHT	<ol style="list-style-type: none"> <li>1. Maintain and increase the BAHT profile locally in the UK, across Europe and around the world via journal, website, e-bulletin and conferences</li> <li>2. Promote positive aspects of BAHT to new members by providing them with a new members introductory pack</li> <li>3. Promote positive aspects of BAHT membership to existing members via website, e-bulletin, conferences and courses</li> <li>4. Seek member views and incorporate into Strategic Plan, conference, education and research strategies, via website feedback, feedback from BAHT courses and the implementation of a formal survey on member needs</li> </ol>	<ol style="list-style-type: none"> <li>1. All committees</li> <li>2. Lead by Director of Membership in conjunction with all committees</li> <li>3. All committees, lead by Chairs</li> <li>4. Lead by Director of Membership in conjunction with all committees</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Ongoing</li> <li>4. Ongoing</li> </ol>

<b>2. Committees</b>			
OBJECTIVE	ACTION PLAN	BY WHOM	TIMEFRAME
Ensure there are sufficient members on all committees and ensure a balance of occupational therapists and physiotherapists is maintained	<ol style="list-style-type: none"> <li>1. Publicise and promote roles and responsibilities to general membership via website, EB, conference</li> <li>2. Target units / members / regional groups to provide representatives on committees</li> <li>3. Advertise vacancies on website and via e-bulletin</li> </ol>	<ol style="list-style-type: none"> <li>1. All committee members</li> <li>2. All committee members</li> <li>2. Director of Advertising &amp; Marketing and Director of Conference</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Once per quarter</li> </ol>



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<b>Committees (cont)</b>			
Review job descriptions for all committee positions	1. Create / review job descriptions for all positions, including the aims, objectives and responsibilities for each committee position	1. Chair of EC and ESC, with assistance from Director of Administration and in collaboration with individual committee members	1. Ongoing (with annual review)
Support all new committee members	1. Induction pack for committees 2. Mentoring / support for new members	1. Director of Administration (Exec) All committee members	1. Reviewed annually 2. Ongoing
Ensure adequate mix of committee member experience on Executive Committee to ensure Corporate memory is accessible	Review Executive Committee posts and develop strategy aimed at role secession	1. Chair of EC and all EC members	
Promote inter-committee working and communication between committees	1. Recognition of work carried out by all committee members 2. Continue joint committee meetings, with an annual meeting including all three committees / sub-committees	1. Chair 2. Director of Administration in liaison with all committee members	1. Ongoing 2. Ongoing



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<b>3. Staffing</b>			
OBJECTIVE	ACTION PLAN	BY WHOM	TIMEFRAME
Ensure appropriate staff are employed to meet organizational needs	<ol style="list-style-type: none"> <li>1. Interviewing procedure</li> <li>2. CRB checks for new staff</li> <li>3. Ensure references are provided for all new staff</li> <li>4. Review of staff job description</li> </ol>	<ol style="list-style-type: none"> <li>1. Chair and Director of Administration</li> <li>2. As above</li> <li>3. As Above</li> </ol>	<ol style="list-style-type: none"> <li>1. When new employees are required</li> </ol>
Review staff progress, identify staff needs and ensure staff are adequately supported	<ol style="list-style-type: none"> <li>1. Annual review</li> </ol>	<ol style="list-style-type: none"> <li>1. Director of Admin</li> </ol>	<ol style="list-style-type: none"> <li>1. Annually</li> </ol>

<b>4. Membership</b>			
OBJECTIVE	ACTION PLAN	BY WHOM	TIMEFRAME
Maintain and grow the membership of the association	<ol style="list-style-type: none"> <li>1. Maintain BAHT profile within UK, Europe and rest of world via journal and attendance at meetings</li> <li>2. Demonstrate positive aspects of BAHT to new and ongoing members</li> <li>3. Ensure BAHT member views are reviewed on a regular basis and included within the strategic plan and within research / education objectives, via feedback from the website, e-bulletin and at conferences / courses</li> </ol>	<ol style="list-style-type: none"> <li>1. Chair and all committee members</li> <li>2. Provide new members with introductory pack (Director of Membership) and continue to promote BAHT via website / e-bulletin / conference / journal</li> <li>3. All committees, lead by committee Chairs</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Ongoing</li> </ol>



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<b>5. Education</b>			
<b>OBJECTIVE</b>	<b>ACTION PLAN</b>	<b>BY WHOM</b>	<b>TIMEFRAME</b>
Promote the AHT system	<ol style="list-style-type: none"> <li>Stand and presence at conference</li> <li>Highlight in e-bulletin</li> </ol>	<ol style="list-style-type: none"> <li>ESC</li> <li>ESC Chair and e-bulletin link</li> </ol>	<ol style="list-style-type: none"> <li>Annually</li> <li>Ongoing</li> </ol>
Ensure the AHT system is accessible and appropriate to all members	<ol style="list-style-type: none"> <li>Provision of electronic and paper copy support</li> <li>Member of ESC specifically highlighted to assist members of through the AHT process</li> </ol>	<ol style="list-style-type: none"> <li>ESC and BAHT secretary</li> <li>ESC</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing</li> <li>Ongoing</li> </ol>
Ensure recognition of AHT to a wider group including CSP / COT / BSSH & government bodies	<ol style="list-style-type: none"> <li>Investigate recognition process with CSP/COT/BSSH/HPC</li> <li>Promote BAHT courses via CSP and COT</li> </ol>	<ol style="list-style-type: none"> <li>Professional Network Link person, EC and ESC Chairs, ESC</li> </ol>	<ol style="list-style-type: none"> <li>Ongoing</li> </ol>
Ensure that BAHT are involved in the European system for an AHT	<ol style="list-style-type: none"> <li>Representation at EFSHT and EFSHT sub-committee meetings</li> </ol>	<ol style="list-style-type: none"> <li>Exec and ESC Chairs and EFSHT delegate</li> </ol>	<ol style="list-style-type: none"> <li>Annual EFSHT meeting</li> </ol>
Maintain wide range of BAHT validated courses to meet all BAHT members needs	<ol style="list-style-type: none"> <li>Evaluate members needs regarding education via questionnaire and verbal discussion at courses / conferences / regional group meetings</li> <li>Try to initiate a new Level 2 course topic every year</li> </ol>	<ol style="list-style-type: none"> <li>ESC</li> </ol>	<ol style="list-style-type: none"> <li>Bi-annual questionnaire</li> </ol>



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<b>Education (cont)</b>			
Promote hand therapy education and development through the provision of bursaries and research grants	<ol style="list-style-type: none"> <li>1. Publication of bursaries on website, new members induction pack</li> <li>2. Contact course providers</li> <li>3. Review bursaries annually</li> <li>4. Provide support to bursary applicants as required</li> </ol>	<ol style="list-style-type: none"> <li>1. Lead by Director of Bursaries and Director of Media and Communication</li> <li>2. Director of Bursaries</li> <li>3. Director of Bursaries and EC</li> <li>4. Director of Bursaries</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Annually</li> <li>4. Ongoing</li> </ol>

<b>6. Conference</b>			
OBJECTIVE	ACTION PLAN	BY WHOM	TIMEFRAME
Develop the conference format to encourage sharing of information with members	<ol style="list-style-type: none"> <li>1. Link conference topics to member education / research topics highlighted from member feedback</li> <li>2. Encourage free paper / poster presentations</li> <li>3. Link conference programme to feedback from delegate feedback</li> </ol>	<ol style="list-style-type: none"> <li>1. Chair, RGRC link, Director of Membership in collaboration with ESC and RGRC</li> <li>2. RGRC, Director of Media and Advertising and ESC</li> <li>3. Director of Conference and EC</li> </ol>	<ol style="list-style-type: none"> <li>1. Annually, 12 months before next conference</li> <li>2. Annually, 6 months before conference</li> <li>3. Annually, 12 months before next conference</li> </ol>
Ensure conference is financially viable and where possible used as income generation	<ol style="list-style-type: none"> <li>1. See income generation section earlier</li> <li>2. Plan programme to ensure maximum attendance</li> <li>3. Promote sponsorship</li> </ol>	<ol style="list-style-type: none"> <li>1. EC</li> <li>2. EC (lead by Director of Conference)</li> <li>3. Director of Conference</li> </ol>	<ol style="list-style-type: none"> <li>1. Annually</li> <li>2. Annually</li> <li>3. Annually</li> </ol>



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<b>7. Research</b>			
<b>OBJECTIVE</b>	<b>ACTION PLAN</b>	<b>BY WHOM</b>	<b>TIMEFRAME</b>
Promote research knowledge and skills amongst members	<ol style="list-style-type: none"> <li>1. Maintain links with universities running postgraduate courses and undertaking research in hand therapy</li> <li>2. Support / develop / promote courses relevant to research in the disciplines of PT / OT / hand therapy</li> <li>3. Better utilisation and management of CEC aspect of the BAHT website for distribution of knowledge, eg courses, news and links relating to research</li> <li>4. Develop, advertise and maintain the article mentorship scheme</li> <li>5. Support consistent use of outcome measures the development of core outcome sets for hand therapy practice and research.</li> </ol>	<ol style="list-style-type: none"> <li>1. ESC and CEC</li> <li>2. ESC and CEC</li> <li>3. CEC, BAHT secretary and Exec website and media coordinator</li> <li>4. CEC</li> <li>5. CEC and Exec</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Ongoing</li> <li>4. Ongoing</li> <li>5. Following on from the CEC conference presentation in Nov 2014</li> </ol>



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<p>Encourage sharing of research amongst members</p>	<ol style="list-style-type: none"> <li>1. Maintain records on website of research funded by BAHT</li> <li>2. Facilitate presentation of research activity at annual conference</li> <li>3. Establish a network of therapists conducting / working in research, including those with a special interest in outcome measures</li> <li>4. Use website as a source of evidence-based guidelines for members to access Encourage / facilitate members to participate in BAHT / EFSHT / IFSHT research projects</li> </ol>	<ol style="list-style-type: none"> <li>1. CEC, BAHT secretary and Exec website and media coordinator</li> <li>2. CEC and Exec</li> <li>3. CEC</li> <li>4. CEC, BAHT secretary and Exec website and media coordinator</li> <li>5. CEC and ESC</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Annually</li> <li>3. Ongoing</li> <li>4. Ongoing</li> <li>5. Ongoing</li> </ol>
<p>Administer grant application process in a timely fashion</p>	<ol style="list-style-type: none"> <li>1. Review and update application process/documentation as required, including clarification for situations when applicants re-apply having previously been awarded a research grant</li> <li>2. Ensure turnaround of six weeks between</li> </ol>	<ol style="list-style-type: none"> <li>1. CEC</li> <li>2. CEC</li> <li>3. CEC</li> <li>4. CEC</li> </ol>	<ol style="list-style-type: none"> <li>1. Annually</li> <li>2. Ongoing</li> <li>3. Review before 2016 research grant and biennially thereafter</li> <li>4. Ongoing</li> </ol>





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<b>8. Journal</b>			
OBJECTIVE	ACTION PLAN	BY WHOM	TIMEFRAME
Increase the visibility and impact of Hand Therapy	1. Apply to Medline/PubMed for indexing and register HT for an Impact Factor with Thompson	1. Editor in conjunction with SAGE	1. Within the next 3 years
Increase the submission of high-quality manuscripts	1. Adopt a web-based submission system such as Manuscript central	1. Editor in conjunction with SAGE	1. Within the next year
Ensure Hand Therapy is financially viable	1. Investigate costs of producing journal in current format and in other formats and attend annual financial and marketing meeting with editor and SAGE 2. Promotion via SAGE contacts, EFSHT and IFSHT links 3. Continue to ensure and promote link with EFSHT	1. Journal editor and Director of Journal 2. Director of Journal 3. Director of Journal / EFSHT delegate	1. Annually 2. Ongoing 3. Ongoing

<b>9. Professional Links</b>			
OBJECTIVE	ACTION PLAN	BY WHOM	TIMEFRAME
Develop and grow professional links	1. Maintain Professional Network link role with CSP and attend Neuromusculoskeletal Alliance meetings 2. Pursue options of developing a stronger relationship with COT to have BAHT recognized as a special interest group	1. BAHT Professional Network link 2. BAHT COT link	1. Ongoing 2. Ongoing



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<b>Professional Links (cont)</b>			
To maintain international links with IFSHT and EFSHT	<ol style="list-style-type: none"> <li>1. Attend EFSHT and IFSHT meetings</li> <li>2. Maintain active contact with EFSHT and IFSHT committees</li> <li>3. Support EFSHT accreditation system</li> </ol>	<ol style="list-style-type: none"> <li>1. EFSHT delegate / Chair</li> <li>2. EFSHT delegate / Chair</li> <li>3. ESC</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Ongoing</li> <li>3. Ongoing</li> </ol>
Promote BAHT with healthcare and government bodies	<ol style="list-style-type: none"> <li>1. Register as a stakeholder with NICE</li> <li>2. Participate, where appropriate, in NICE guideline reviews</li> </ol>	<ol style="list-style-type: none"> <li>1. Vice-Chair</li> <li>2. Lead by Vice-Chair</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> </ol>
Develop the link with BSSH, raising the profile of BAHT with BSSH	<ol style="list-style-type: none"> <li>1. Increase the BAHT President profile and develop the role via continued contributions to conference</li> <li>2. Continue links in relation to future IFSHT / IFSSH conference bids</li> <li>3. Promote attendance at BSSH Instructional Courses via bursary system</li> <li>4. Continue with joint conference (3 yearly)</li> </ol>	<ol style="list-style-type: none"> <li>1. Chair and Director of Administration</li> <li>2. Chair</li> <li>3. Director of Bursaries</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Review on an ongoing basis.</li> <li>3. Ongoing</li> </ol>



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<b>10. Regional Groups</b>			
OBJECTIVE	ACTION PLAN	BY WHOM	TIMEFRAME
Promote relationships between BAHT and regional groups	1. Maintain up to date contact information about regional groups on BAHT website	1. Director of Regional Affairs and Director Media and Advertising	1. Ongoing
Provide support for new and existing regional groups and special interest groups	1. Maintain up-to-date records on website 2. Publicise regional groups in Frontline/COT journal 3. Publicise news and meetings on website and via e-bulletin 4. Publicise a feature on regional groups in e-bulletin	1. Director of Regional Affairs and Director of Media and Advertising 2. As above 3. As above 4. As above	1. Ongoing 2. Quarterly 3. Annually

<b>11. Communication and Media</b>			
OBJECTIVE	ACTION PLAN	BY WHOM	TIMEFRAME
Maintain / review the website to meet the needs of members	1. Assess current website content and layout 2. Amend according to feedback obtained from members 3. Regularly update content of website	1. Lead Director of Media and Advertising plus all committee members 2. Director of Media and Advertising 3. Director of Media and Advertising	1. Ongoing 2. Ongoing 3. Ongoing
Publish quarterly e-bulletin to inform members of BAHT member and committee activity	4. Seek articles from BAHT members and committees	1. Lead by Director of Media and Advertising and all committee members	1. Quarterly