

# 5<sup>th</sup> SPA VISIONING WORKSHOP

LEADERSHIP TRANSITIONS - PROVIDING CONTINUITY AND  
MAINTAINING PROGRESS FOR THE PROFESSION IN SINGAPORE

March 2016



**FOREWORD**

It has been our tradition, since 1995, that the council, leaders and members of the profession, come together to chart our strategic directions at the Visioning workshop every 5 years. Again, a big thank you to all who participated in the recent 2016 Visioning Workshop in March, where we documented our Vision 2020 goals. 60 Physiotherapy leaders and student leaders came for the workshop which also featured - sharing from Prof Emma Stokes, President WCPT, A/Prof Goh Ah Cheng, Honorary SPA member and founder of ISEAPT, as well as our Medical Advisor, Prof Chan Yew Weng.

This year's Visioning workshop was entitled "Leadership Transitions - Providing continuity and maintaining progress for the profession in Singapore." Handing over the baton to the next leadership team has been the council's focus, which started with a series of leadership talks after the WCPT congress in 2015 and culminated in the Visioning workshop in March 2016.

How do we prepare the next generation of Physiotherapy leaders in Singapore to take over the helm? What will the next 75 years be like for SPA? It is daunting to imagine, especially in the fast changing and very volatile political, health and economic climate that we live in today.

It has been my privilege to steer the SPA over the last 2 years, indeed a total of 12 years since 2000. It is also clear to me, and to many in the profession, that renewal of younger leaders will be a significant challenge as well as a key essential leadership criteria if the profession will continue for another 5 or 50 years !

Nonetheless, I am sure that our young leaders will be brimming with fresh ideas and innovative strategies to bring the profession forward. With the start of the new Bachelors Programme at SIT, there is much anticipation of the new cadre of graduates in our midst. A start of a new journey for the profession !

This year's Visioning workshop features some changes compared to the last document. Key changes of these new goals include a focus on recognition of clinical specialisations, building strong research capabilities, professional networking and continuing education.

After the workshop, the groups continued to meet to fine tune the vision statements, objectives and targets for the next 5 years to 2020. Seems like a long time yet to come, but like always, we arrive at the next Visioning Workshop amazed at what we have accomplished in the short time.

I hope this document will serve to guide the next generation of Physiotherapy leaders in their term of leadership !

Dr Celia Tan  
Chairperson  
5th SPA Visioning Workshop

## **Leadership Transitions- Providing Continuity and Maintaining Progress for the Profession in Singapore**

### **Presentation of Visioning Workshop 2016**

- 5 Year Work Plan 2016 to 2020

#### **Areas of Focus**

- Excellence in Clinical Practice and Standards
- Excellence in Education and Research
- Excellence in Specialization and Accreditation
- Excellence in Advocacy and Leadership

### **Excellence in Clinical Practice and Standards**

#### **Position statement:**

The physiotherapy profession affirms the importance of high standards of care by adhering to established clinical standards of care through monitoring outcome measures, evaluating patient satisfaction and facilitating direct access to physiotherapy services.

#### **Current Status:**

1. There is no common platform for physiotherapists to share their research findings with their colleagues.
2. Moreover, there is little avenue to share and discuss evidence-based practice and the use of outcome measures in order to advocate for higher standards of physiotherapy services in Singapore.

#### **Goal 1:**

Establish common evidence-based outcome measures and evaluation in order to advocate the effectiveness of physiotherapy.

#### **Actions:**

- Adopt and benchmark clinical outcomes with those established in evidence-based literature.

- Create awareness of these clinical outcome measures that examine the effectiveness of physiotherapy.
- To establish platforms to share information about their clinical programs, outcomes and evaluation, and thus, encourage multi-centre research.

**Deliverables:**

- Organize platforms (e.g. forums and national congress) where local physiotherapy research can be showcased.
- Provide the physiotherapy community with information for evidence-based medicine, research courses and forums organised locally.

**Goal 2:**

Improve and enhance the standards of clinical practice across all sectors and areas of physiotherapy

**Actions:**

- Collaborate with the various specialty areas and special interest groups to establish best practice guidelines for physiotherapy.
- To link the different physiotherapy sectors from acute to community settings to enhance flow of information and bridge the quality of physiotherapy services.

**Deliverables:**

- Establish at least 1-2 best practice clinical guidelines under each special interest groups.
- Organize platforms (e.g. forums and national congress) at least once a year where local physiotherapy research can be showcased.

**Goal 3:**

Advance the profession and commit to achieving high standards of physiotherapy through specialization

**Actions:**

- Establish a committee to develop and organize national specialist certification.

- Develop, implement and endorse standards for specialist practice, in collaboration with the physiotherapists within each specialty areas.
- Work with other stakeholders including other physiotherapy associations and/or specialist boards, as well as the Ministry for Health.

**Deliverables**

- Set up a board/committee to begin the process of establishing the specialization process for physiotherapy.
- Create a specialization track for at least 1-2 specialties.
- Start establishing core competencies of at least 1-2 specialties, in collaboration with the special interest groups.

**Excellence in Specialization and Accreditation****Position Statement:**

The profession is committed to advance the profession through Specialization and recognise quality physiotherapy courses through endorsement / accreditation of these courses for the physiotherapy community in Singapore.

**Goal 1:**

To establish Specialists in different areas i.e. Cardiopulmonary, Musculoskeletal, Sports Physiotherapy, Neurology, Paediatrics, Geriatrics, Community Health etc.

**Actions:**

- Form a committee to develop Specialization
- Define what is Specialization within SPA
- Work with the stake holders i.e. MOH, Singapore Institute of Technology
- Work with established specialisation track from other countries i.e. APA, UK, WCPT
- Form Specialization guidelines and criteria

**Deliveries:**

- Formed Specialist assessment committee for different areas i.e. Cardiopulmonary, Musculoskeletal, Neurology etc.
- Established 2 specialist tracks

**Goal 2:**

Endorsement of all courses conducted in Singapore where physiotherapists are the target participants.

**Actions:**

- Form a committee to develop endorsement guidelines
- Discussion with course providing organisations eg. Hospitals, private organisations
- Develop and implementation of endorsement guidelines

**Deliveries:**

- Formed course endorsement committee
- All courses that are conducted in Singapore for physiotherapists are reviewed by SPA for endorsement
- Physiotherapy courses conducted in Singapore are endorsed by SPA

**Excellence in Education and Research****Position Statement:**

The Physiotherapy profession promotes and recognizes excellence in physiotherapy education in order to ensure continuing high standard, state-of-the art and cutting-edge physiotherapy care.

**Goal 1:**

Develop and enhance professional skills and knowledge through continuing professional development.

**Current Status:**

1. There is no established continuing professional development framework for physiotherapy in Singapore.
2. In addition, there is no accreditation system to ensure the quality of educational courses organized for the physiotherapy community.

**Actions:**

- Provide educational platforms to encourage learning and enhance accessibility of information.

- To establish a system for accreditation of courses as part of the continuing professional development framework.

**Deliverables:**

- To provide greater accessibility to educational sessions through online platforms.
- To create an accreditation system to ensure quality education courses as part of the continuing professional development framework.

**Goal 2:**

Establish networking and sharing sessions amongst physiotherapists, locally and internationally.

**Current Status:**

1. None of the 7 special interest groups recognized under the Singapore Physiotherapy Association (SPA) are active and many are finding it hard to sustain.
2. In addition, there is a lack of governance including inadequate criteria in ensuring the quality of the physiotherapy practitioners who are applying to set up the special interest groups.

**Actions:**

- To set up a governance for the establishment of special interest groups.
- To assist in ensuring sustainability of the special interest groups.

**Deliverables:**

- To set up criteria for the recognition of specialty areas and hence, establishment of special interest groups.
- To form and sustain at least 3-4 special interest groups that will stay active.

**Excellence in Advocacy and Leadership****Position Statement:**

To advocate Physiotherapy to the public and the government by building a strong community of Physiotherapists who are connected, engaged and empowered.

**Current Status:**

With aging and lifestyle diseases on an increasing trend here in Singapore and other countries, the public perception of how and what a physiotherapist can assist with is still limited.

There is a lack of connection and unity amongst the physiotherapy community in Singapore.

**Goal 1**

Advocate and support health promotion and education initiatives in injury and disease prevention amongst the public.

**Actions:**

- To collaborate with other agencies/partners in health promotion initiatives e.g. Health Promotion Board, ActiveSG
- To participate and co-organize public health education events in the community

**Deliverables:**

- To organize or participate in at least 3 public events a year including Annual Physiotherapy Day, World Diabetes Day, NUS Public Health Screening, as community outreach to reinforce the importance of healthy living and the role of physiotherapy
- Create a webpage to enhance public awareness about physiotherapy on the SPA website.

**Goal 2**

Be the unifying voice for all physiotherapy stakeholders to align with the goals of the profession.

**Actions:**

- To coordinate professional activities e.g. PT Day and other community outreach activities.
- To provide regular communication through various media channels including website, EDM, social media.
- To encourage physiotherapists to engage and interact across sectors.



**Deliverables:**

- To increase membership to 50% of all registered physiotherapists.
- To achieve an attendance of at least 10% of membership at all major SPA events.

**Goal 3**

Identify and nurture the next generation of physiotherapy leaders.

**Actions:**

Provide volunteer opportunities in SPA Council activities e.g. participate in sub-committees.

**Deliverables:**

To set up a sub-committee (at least 4-5 members) who can support the Council members in the areas of membership, education and corporate communications.

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**ORGANISING COMMITTEE:**

**Advocacy and Leadership**

Ms Tan Bee Yee

Senior Manager, Physiotherapy

Singapore General Hospital

**Clinical Practice and Standards**

Mr Er Beng Siong

Physiotherapist

**Education and Research**

Ms. Lee Sin Yi

Senior Physiotherapist,

Tan Tock Seng Hospital

**SPECIALIZATION AND ACCREDITATION**

Dr Ong Hwee Kuan

Assistant Prof, SIT

Principal Physiotherapist

Singapore General Hospital

**Administrator**

Ms. Maureen Loh

*Finance Manager*