



BAPO Strategic Plan (2022-2024)

The British Association of Prosthetists and Orthotists' (BAPO) purpose is to advance the profession, support the interests of its members and ensure the UK population benefit from prosthetic and orthotic care, which is effective, safe and timely.

This document sets out to provide how BAPO intends to respond to the areas our current members have asked us to focus on and by doing so the association aims to attract new and retain existing members.

230 members and stakeholders responded to our survey that was analysed in March 2021.

Key themes that emerged were for BAPO to:

- Be more relevant and visible to members, regardless of location, discipline or how they are employed
- Provide increased resources, particularly for continuing professional development (CPD)
- Provide the profession with a voice that is both louder and clearer, to exert greater influence, whilst enhancing our public presence.

Our vision

BAPO will enable our members to transform lives and improve the health of the UK population, through health outcomes which significantly benefit those who receive prosthetic and orthotic care.

Our core values (TRAIT)

BAPO will embrace and adopt values which will guide the actions of our Executive and the work of all Committees. Those values are:

- Trust
- Respect
- Active
- Inclusive
- Transparent

We will draw on these values to guide the work of the association so they are reflected in our mission, objectives and overall strategic plan.

Objectives

During 2022-2024 BAPO will provide leadership and prioritise supporting members from all four UK nations, so that prosthetist orthotists:

- Are recognised as the experts in prosthetic and orthotic clinical practice
- Enjoy careers that offer a greater level of empowerment, choice and fulfilment
- Benefit from a broad career map which extends to advanced practice and consultant positions.

Just as we undertook to do in 2004, BAPO will continue,

“supporting professionals, assistant groups and technicians through the changes needed to develop the high-quality services demanded by the NHS of the future. It will do this through collaboration with others and by putting in place the framework needed to facilitate change.”¹

We will extend that focus to include:

- The growing number of students who, now more than ever, represent the future of our profession and workforce
- Members who work predominantly in private practice and outside of NHS services.

Introduction

To realise BAPO’s vision and deliver our objectives, the strategic priorities are:

- Ensure that BAPO has a vibrant and relevant educational programme to support our members
- Amplify our voice so that our vision, values and objectives are clear to all
- To promote equality, diversity and inclusion within BAPO, our membership and in the services they provide
- Support the development of emerging new service models and realise the opportunities resulting from the COVID-19 pandemic
- To support the growth in both capacity and capability within our workforce, including registered professionals, students, technicians and clinical support workers, so that unmet need and suppressed demand for P&O services amongst the UK population is addressed
- Promoting research and evidenced based practice within UK P&O
- Increase BAPO memberships to fund activity and increase influence

Mission statement

Statement of purpose

BAPO was established just over a quarter of a century ago. Its ethos of, "empowering the profession to enable the user" remains relevant and resonates today.

¹ BAPO Strategy (2004-2009)

As we adapt to the now rapidly changing environment in UK healthcare and health economics, BAPO will act to:

- showcase the impact and skills of prosthetists and orthotists
- promote the training and education in the science and practice of prosthetics and orthotics
- support members to develop and flourish.

For the period 2022-24 our mission will be to:

1. Positively impact the day-to-day experience of our members with an agenda to tackle the issues faced by the P&O workforce, including a clear career pathway for registrants, students, support workers and technicians. A detailed workforce policy agenda will be published by 2023.
2. Promote inclusivity and an environment free from discrimination, where all members are respected and valued. Having a more diverse profession will ensure that we are representative of all communities we serve. During 2022 BAPO will produce its first Equality, Diversity and Inclusion Policy.
3. Refine our communications activity so that an influential voice, clearly reflective of our values is heard by UK P&O sector stakeholders. Our communications plan, that supports our strategy, will be published during 2022 and followed during the period to 2024.
4. Achieve a 5% year on year increase in our membership, that will result in the P&O workforce having a better awareness of the association and understand how it can support them professionally.

Our strategic plan for 2022-24

Response to COVID-19

COVID-19 presented extraordinary challenges to us all, both personally and professionally. BAPO will continue to build on our strengths and use the challenges of and lessons learned from COVID-19 to influence and deliver impactful benefits for our members, patients and the wider public. This will include supporting new clinically effective service models, that draw on the lessons learnt since March 2020 and especially the opportunities for adopting appropriate use of tele-health. These models will be aligned to the workforce policy agenda.

In addition, BAPO recognises that P&Os play an important role in helping to improve people's health and to tackle health inequalities, which are the 'unfair and avoidable differences in health across populations and between different groups within society' (The King's Fund 2020). All emerging new service models should take account of these issues, recognising that certain groups have been more adversely affected during the pandemic and that over-reliance on technology within new models of service has the potential to widen the existing gaps in service accessibility.

Workforce

BAPO will focus energy upon the potential to grow both capacity and capability within our profession and our support workers. With the established courses increasing student numbers and new courses being commissioned during 2022, we will engage with our stakeholders in both health and education, to advise, influence and support the structures required to nurture both students and new graduates. To help achieve this BAPO will establish a Training and Education Network during 2022, to promote dialogue between the association, employers and educators.

We will work to ensure that the emerging workforce is able to effectively address unmet need and suppressed demand within the UK population for P&O services.

BAPO will ensure that the issues of workforce retention are addressed so that both the capacity and skills required to meet the healthcare needs of our population are effectively retained. This will require service level planning and contracting that reflects the need to develop a tiered workforce, that addresses the full spectrum of roles from support workers to consultant practitioners.

To facilitate this BAPO will:

- Provide guidance to ensure that services consider the issues relating to equality, diversity and inclusion, with standards that go beyond legal compliance and add value to the wellbeing and engagement of all staff and patients involved with P&O services
- Collaborate with NHS bodies, the third sector and healthcare providers to influence the policy of all four UK governments, reflecting modern ways of working, so that new service models are developed and implemented
- Influence future service models to address unmet need and suppressed demand for P&O services within the UK population
- Engage with employers to ensure sustainable career pathways are in place for our members and the profession.

Research and evidence

BAPO will continue to promote and influence research in P&O, building partnerships with universities, and research focused organisations within our sector, such as the International Society for Prosthetics and Orthotics and British Association of Chartered Physiotherapists in Amputee Rehabilitation (BACPAR). In doing so, we will improve the visibility of prosthetics and orthotics within both the research community and public health. We will look to increase the number of prosthetist orthotists engaged in high quality research activity. This will increase the career options for our members.

Working with our partners we will ensure that research evolves and refines the evidence base to support what we do now and generates informed ideas about future requirements.

Drawing on our research activities we will continue to review and update standards for our profession, to ensure a robust evidence-base that supports the clinical activity of our members.

Promote the evidence required to support the appropriate use of new and developing technologies that will ensure innovation product design positively impacts users of UK prosthetic and orthotic services.

Education and Continuing Professional Development

BAPO will support the continuing professional development (CPD) needs of our members with an educational programme tailored to their requirements. With support from the Orthotic Education and Training Trust (OETT) BAPO has invested in both the roles of an Education and Practice Development Officer and an Assistant Education and Practice Development Officer. These roles will support, develop and deliver projects relating to prosthetic and orthotic education and professional practice.

We will continue to work with educators, trainers and organisations, such as OETT, to provide a vibrant and relevant educational programme which support the needs of our members. This will include face to face and virtual events which are both accessible and affordable.

We will continue to support the development of the core curriculum for both pre-registrants and support workers. To ensure that all programmes will meet the future needs of the population, we will work in partnership with the Health Care Professions Council and the Higher Education Institutions who are responsible for delivering education as a route to practice prosthetics and orthotics.

Equality, Diversity and Inclusion

BAPO is committed to ensuring equality, diversity and inclusion (EDI) is at the heart of what we do.

During 2022 BAPO will:

- Develop a policy which will sets out, the organisation's commitments to and aspirations for equality, diversity and inclusion. This policy will enable the association to build and maintain an inclusive organisational culture, where we promote diversity and where discrimination and unfairness are identified and challenged
- Develop and publish an equality, diversity and inclusion action plan that sets out the specific steps BAPO plans to take to eliminate discrimination and promote equality, diversity and inclusion with the environment where we operate.

Embracing the greener agenda

- Prosthetists, orthotists and the wider prosthetic and orthotic workforce can contribute to the greener agenda through altering their own practice and by influencing and leading others. [The UK health and care system is responsible for an estimated 4-5% of the country's carbon footprint.](#)
- BAPO will support the target for [Delivering a Net Zero NHS](#), which sets out how the UK will be the first health system in the world to reduce our carbon footprint to net zero, by 2040 for the carbon we directly control and 2045 for the carbon we can influence.
- BAPO will act, through an ongoing review of operations, to ensure that the association promotes our commitment to contributing towards the national ambition to be carbon neutral by 2050.
- BAPO will seek opportunities to promote greener models of service delivery to our prosthetic and orthotic community.

Voice and engagement

During 2022-24 BAPO will develop our communication and campaigning activities, with workforce as the highest priority.

- BAPO will take a more visible approach to campaigning across the four nations, being active in key areas affecting our membership. It is our intention to enable the public to develop a better understanding of prosthetics and orthotics. This will include engagement through the promotion of an annual awareness event, which we will call P and O Day
- We will support our members with tools and resources to help BAPO and the P&O profession, achieve the goals set out in this plan and exert maximum influence on issues that matter to members (such as a career pathway, equitable access to services and appropriate time spent with patients). We will enable members to work with BAPO to promote the profession through dedicated and well-resourced activities, with a communication toolkit made available to support these activities
- We will invest in supporting our members to develop as future leaders and strategic influencers, within P&O and the broader healthcare environment. This will include promoting the work of our members in both prevention and treatment, so that prosthetists and orthotists are recognised for improving health outcomes
- We will develop a clear public engagement plan in consultation with members that will review existing resources and define contributions from our committees and secretariat
- BAPO will promote and protect the reputation and value of the profession with key influencers and the public. The aim of this plan will be to promote the value of the prosthetic and orthotic workforce across the UK to gain support from service users, the organisations that support them and the public.

Membership growth and sustainability

We recognise that this is an ambitious plan, which will require significant and sustained investment. To fund the required investment BAPO will aim to grow our membership by 5% year on year during the period 2022-24.

We aim to deliver membership value by ensuring our actions reflect the desires and wishes of the members. We will continue to engage with members on a biannual basis through targeted surveys which monitor their views and opinions.

To achieve the required growth, we will reach out to all students to support them during their education, then during the transition to registrants and then develop a rewarding relationship which will be integral to their career journey.

Through effective communications, we will work to inform members of our activities and the benefits we will provide for them. During 2022-24 we will work to enhance those benefits, improve awareness of what BAPO offers and ensure those benefits are easily accessed by our members.

We will fund our operational costs from our annual revenues, combined with judicious drawings from our reserves for special projects. These projects will be supported by business plans which promise an appropriate return on investment. Business plans will be submitted for scrutiny by our Finance Committee before approval by the Executive Committee. Our reserves will be maintained above a level equal to 2.5 times our revenues.

Implementation plan

BAPO will develop an implementation plan, with key milestones for each year of delivery for 2022, 2023 and 2024. This plan will be developed using an integrated approach across our committees and the BAPO secretariat. This integrated plan will set out how each strategic priority will be addressed, ensuring that we remain relevant across the national settings within the UK.

To ensure we retain a forward-looking focus, we commit to start the planning process for a revised strategic plan in 2023. This will be informed by ongoing dialogue with members to ascertain what benefits and services they desire.

Acknowledgements

BAPO would like to thank our members, our volunteers and staff who have contributed to our plan. We remain committed to ensuring that this plan will result in change which touches the everyday lives of our members and their patients.

For queries about the strategy please email enquiries@bapo.com.