

**WORLD FEDERATION OF CHIROPRACTIC
STRATEGIC PLAN
2024-2029**

Adjusting to the Future



**WORLD FEDERATION OF | FÉDÉRATION MONDIALE DE | FEDERACIÓN MUNDIAL DE
CHIROPRACTIC | CHIROPRACTIQUE | QUIROPRÁCTICA**

FOREWORD FROM THE PRESIDENT

I am honored to present this Strategic Plan, which represents the culmination of extensive research, analysis and collaboration among our team. The purpose of this plan is to provide a roadmap for achieving the World Federation of Chiropractic's goals and objectives over the next five years.

The chiropractic profession of today is barely recognizable from what it was when it was conceived over 128 years ago. Developments in research, education and practice have meant that modern chiropractors are seen as key contributors to supporting happier, healthier and more active lives.

The World Federation of Chiropractic was established in 1988 to meet a need for a global organization that would support, promote and defend the chiropractic profession, provide a forum for debate and establish benchmarks for common practice.

In today's rapidly changing and increasingly competitive environment, strategic planning is more important than ever. It allows organizations to anticipate and respond to challenges and opportunities, and to stay ahead of the curve in their respective industries. This plan is designed to help our organization do just that.

Our team has worked diligently to develop a plan that is comprehensive, forward-thinking and actionable. It outlines our vision, mission, values and strategic priorities, and provides a roadmap for achieving our objectives through a series of specific goals and initiatives.

I would like to thank everyone who has contributed to the development of the plan,

from the members of our secretariat, executive team, Board, committee members and key stakeholders who provided valuable input and feedback. I am confident that with the implementation of this plan, we will be well positioned to achieve our goals and to continue to provide the highest level of service to our national chiropractic association members and partners.

I hope that you will find this plan to be informative, engaging and inspiring and that it will serve as a useful guide as we work collaboratively to achieve our shared vision for the future.

John K. Maltby DC, FICA
President



INTRODUCTION FROM THE SECRETARY-GENERAL

The latest WFC Strategic Plan builds upon key organizational achievements that have contributed to advancing the chiropractic profession, helping it to position itself as modern, evidence-based and person-centered. This has included collaborating with and supporting projects of the World Health Organization, working with the chiropractic educational community and supporting member national chiropractic associations in their work to attain legislation and statutory regulation for the chiropractic profession. Constantly present in the work of the WFC are the pillars of evidence-based, people-centered, interprofessional and collaborative chiropractic practice. Our success can be attributed to the vision, resilience and tenacity of the secretariat and Board of Directors, committee members and national chiropractic associations, particularly through the period of the Covid-19 pandemic. Their efforts, during what was an extremely challenging time, has contributed to positive growth, with renewed strength and expansion of our activities. As we have reviewed our strategic priorities, we have engaged a wide range of stakeholders, who have provided unique perspectives that have guided us to this new 2023-2029 Strategic Plan.

The World Federation of Chiropractic serves as the global voice of the chiropractic profession. Established in 1988, it has grown to represent the national chiropractic associations of over 90 nations in seven world regions. During this time, the WFC has worked tirelessly to connect the global chiropractic community and advance the profession. It has remained true to the spirit of its founders by creating links, sharing knowledge, gathering data and providing services.

Our member national associations range in size from pioneer single-digit organizations to sophisticated, highly organized associations representing many thousands of chiropractors. Common to them all is a desire to support and empower their members and grow the profession through advocacy and positive promotion of its many

attributes.

Since 1997, the WFC has been a non-state actor in official relations with the World Health Organization. The only chiropractic organization to hold this status, it has, for over a quarter of a century, represented the chiropractic profession at the highest level of global health.

We recognize that the world has changed immeasurably following the pandemic and it is therefore appropriate for us to update our Strategic Plan, mindful of the new world we inhabit.

This Strategic Plan focuses on building an engaged global community of stakeholders, delivering high quality and consistent services throughout the world.

**Richard Brown DC, LL.M, FRCC
Secretary-General**

VISION

A world where all people, of all ages, in all nations have access to evidence-based, people-centered, interprofessional and collaborative chiropractic services so that populations can thrive and reach their full potential.

We are acutely mindful of the importance of equity, diversity and inclusion as it relates to access to health services and the provision of care across the life course. As a global organization, we are committed to understanding the social, political, economic and environmental factors that impact on the conditions in which our member associations and their respective memberships are operating. However, common to all is the need to adhere to principles that are common to the delivery of health in an ever-changing environment, recognizing advances in scientific knowledge, the impact of an expanding ageing population, the global burden of disease attributable to musculoskeletal disorders and the contribution of co-morbidities, including mental illness and other non-communicable diseases. Our new vision acknowledges United Nations Sustainable Development Goal 3, relating to health, and the World Health Organization's work towards Universal Health Coverage.

PURPOSE

To advance awareness, utilization and integration of chiropractic internationally.

We recognize that growth of chiropractic can only be attained if people are familiar with its existence as a distinct profession, represented by trained, trusted and safe practitioners providing high value care.

Furthermore, in a world where there is a recognized shortfall in the required number of health professionals, particularly in low- and middle-income countries and where spine- and joint-related conditions are highly prevalent, the utilization of chiropractic in underserved communities is fundamental to tackling the burden of disease.

Thirdly, we are committed to ensuring that chiropractic is available to all as an integrated and integrative component of health systems, with chiropractors working interprofessionally and collaboratively, and delivering accessible, value-based care within the wider health care environment.

VALUES

PASSION

We are passionate about the value of chiropractic for individuals, communities and nations in contributing to healthy, happier, more active lives and promoting well-being for all at all ages. This passion motivates us to set and achieve high standards in our campaigns, daily operations, and projects as we work to discharge our mission and realize our vision.

ACCOUNTABILITY

We hold ourselves accountable for our actions and are committed to doing what we say we are going to do. We value transparency in our work and hold ourselves up to scrutiny. We live by the standards we set for ourselves, including in our policies and position statements.

RESPECT

We are mindful of how our actions might impact others, both within and outside the chiropractic profession, and accept those whose views differ from our own, acknowledging their rights, opinions, beliefs and dignity. We recognize that the social determinants of health will influence the conditions under which health care is delivered and respect the range of approaches that chiropractors take to the care of their patients and the societies and cultures they serve.

INTEGRITY

We are honest, trustworthy, fair, and prize a consistent and uncompromising adherence to ethical and moral conduct. We value integrity in all interactions involving staff, WFC Board and committee members, member national associations and external stakeholders.

SERVICE

We embrace an attitude of service that permeates all levels of our organization. We take consistent actions to create value for our Members, partners and stakeholders and the wider public such that we advance goals and achieve positive, person-centered outcomes.

PRINCIPLES

- 1** We envision a world where all people, of all ages, in all nations, can access the benefits of chiropractic.
- 2** We are driven by our mission to advance awareness, utilization and integration of chiropractic internationally.
- 3** We believe that science and research should drive care and policy decisions and support calls for wider access to chiropractic.
- 4** We maintain that chiropractic extends beyond the care of patients to the promotion of better health and the well-being of our communities.
- 5** We champion the rights of chiropractors to practice according to their training and expertise.
- 6** We promote evidence-based practice: integrating individual clinical expertise, the best available evidence from clinical research and the values and preferences of patients.
- 7** We are committed to supporting our member national associations through advocacy and sharing best practices for the benefit of patients and society.
- 8** We acknowledge the role of chiropractic care, including the chiropractic adjustment, to enhance function, improve mobility, relieve pain and optimize well-being.
- 9** We support research that investigates the methods, mechanisms and outcomes of chiropractic care for the benefit of patients, and the translation of research outcomes into clinical practice.

- 10** We believe that chiropractors are important members of a patient's health care team and that interprofessional approaches best facilitate optimum outcomes.
- 11** We believe that chiropractors should be responsible public health advocates to improve the well being of the communities they serve.
- 12** We celebrate individual and professional equity, diversity and inclusion and represent these values throughout our Board and committees.
- 13** We believe that patients have a fundamental right to ethical, professional care and the protection of enforceable regulation in upholding good conduct and practice.
- 14** We serve the global profession by promoting collaboration between and amongst organizations and individuals who support the vision, mission, values and objectives of the WFC.
- 15** We support high standards of education that empower graduates to serve their patients and communities as high value, trusted health professionals.
- 16** We believe in nurturing, supporting, mentoring and empowering students and early career chiropractors.
- 17** We are committed to the delivery of congresses and events that inspire, challenge, educate, inform and grow the profession through respectful discourse and positive professional development.
- 18** We believe in continuously improving our understanding of the biomechanical, neurophysiological, psychosocial and general health effects of chiropractic care.

19 We advocate for public statements and claims of effectiveness for chiropractic care that are honest, decent, legal and truthful.

20 We commit to an EPIC future for chiropractic: evidence-based, people centered, interprofessional and collaborative.

STRENGTHS

- We are a non-state actor in official relations with the World Health Organization.
- We have legitimacy as the global voice of the chiropractic profession.
- We have access to a broad range of resources, including those of our member organizations, affiliate organizations and international experts both within and outside the chiropractic profession who are able to advise and guide advocacy and policy work while supporting projects and programs.
- We have a future-facing perspective that embraces opportunity and innovation.
- We bring the world together and host a global forum for discussion of issues by a diverse community of opinions, perspectives, viewpoints and circumstances.

A CHANGING GLOBAL LANDSCAPE

In keeping with our role as a modern, responsive, and versatile organization we must be perceptive to our environment and anticipate external factors and circumstances that are continuously evolving. We are mindful of the contemporary healthcare landscape, and are concerned by health inequity and the unmet needs in many sections of society.

Non-communicable diseases are now considered the most important issue for population health globally. They are responsible for 80% of years lived with disability across the life-course with

musculoskeletal conditions being the leading contributor in this category. NCDs in low- and middle-income countries are prevalent but also represent the highest healthcare cost by condition group in high-income countries.

The World Health Organization (WHO) has recognized the vast unmet need for rehabilitation and has launched the World Rehabilitation Alliance, of which the WFC is a founding member. Chiropractic, with its focus on restoration of function, is uniquely positioned to engage in this area.

Advancing technology means that access to health care is expanding globally. At the same time, access to health resources has reinforced personal autonomy and promoted shared decision-making. As a global federation, we will encourage our members to use technology to promote quality health services for all, access emerging evidence and collaborate with colleagues,

To meet global opportunities, we will work to increase volunteer capacity and committee engagement, while enhancing our strategic funding initiatives. Digitization and data management will further strengthen funding acquisition and membership, event management, policy and strategy, and communications to promote further growth.

We recognize that there has been substantial growth in competency of other manual

therapy and musculoskeletal-focused professions, who have wider cultural acceptance. With this knowledge, we must be vigilant in the development of positive intraprofessional dialogue in promotion of a consistent chiropractic identity.

The pandemic has changed the way we see the world and has acted as a catalyst for change. It has reinforced the importance of viewing health through a biopsychosocial lens and deconstructing professional silos. In chiropractic, this has impacted the delivery of education, necessitated a reevaluation of the provision of health services, underscored the value of communication and forced evolutionary change to meet public demand for open, transparent and people-centered care.

OUR ROADMAP TO SUCCESS

Achievement of meaningful success requires a clear, sustainable and realistic plan. This means understanding where we've come from, where we are now and where the destination lies. We need to clearly comprehend our strengths and where we can deliver maximum value to our stakeholders. Similarly, we must be prepared to jettison those elements that do not serve us well and distract us from our mission.

Stakeholder opinions have been an integral part of the formulation of this strategy, and we understand the value of continuously listening to the perspectives of all within our global community and those who view our profession from the outside.

Being able to measure what we do is key to

our success. Measurable outcomes, internal audit, insightful recruitment and sound governance must characterize our work as a responsible, focused organization.

Our activities must be characterized by careful financial stewardship, responsible budgeting and an assurance of long-term sustainability, whilst being alert to opportunities to develop and diversify funding and revenue streams.

We will embed our ethical, values-based culture in all parts of our organization and in all areas of project management. We will focus especially on digitization and data management, strategy and policy, communications, and event planning, making the best use of available human, financial and technological resources.

STRATEGIC OBJECTIVES

1 CREATE STAKEHOLDER VALUE

We will identify needs and expectations of member national associations and help to deliver workable and measurable solutions that drive growth and sustainability.

2 PROMOTE PROFESSIONAL CONSISTENCY

We will work to promote consistency in areas of education, professional identity, service provision and meeting expectations of patients and the public.

3 ENSURE FINANCIAL SUSTAINABILITY

We will achieve financial sustainability through a focus on maximizing and diversifying revenue streams without over-reliance on dues income.

4 ACHIEVE EQUITABLE WORKFORCE DISTRIBUTION

We will invest in those geographic areas where chiropractic is under-represented and work with local providers to strengthen the health workforce.

5 MAXIMIZE OPERATIONAL EFFICIENCY

To ensure the delivery of best value for member national associations we will streamline operations and recruit to maximize expertise and capacity.

KEY PERFORMANCE INDICATORS

Each of our strategic objectives will be measured by quantifiable SMART-oriented key performance indicators (KPIs): specific, measurable, attainable, realistic and

time-bound. These KPIs will help us to track and measure performance over time for each strategic objective based on the desired outcomes.

ENABLERS OF SUCCESS

Our foundational enablers of success will be the capabilities, capacities and resources that contribute to our effectiveness as an organization organization.

By ensuring that we have the right people in place, adequate time is given over to each strategic objective and the necessary financial resources

are in place, we will maximize the opportunities we have to ensure a successful outcome.

Other factors, such as a shared sense of purpose, valued-based culture and drive for excellence, are also fundamental enablers of success and will be highlighted throughout the duration of the plan.

STRATEGIC EXECUTION

1 CREATE STAKEHOLDER VALUE

We will identify needs and expectations of member national associations and help to deliver workable and measurable solutions that drive growth and sustainability.

Recognizing that chiropractic associations throughout the world are at varying stages of development and are influenced in their regions and nations by social determinants of health, we will undertake a series of surveys to fully understand the needs and expectations of WFC members so that targeted measures can be taken to add value of WFC membership. In countries aspiring to statutory regulation, this may involve the provision of template legislation and sample codes of practice. In larger and more highly developed associations, the benefits and added value may be more nuanced, such as knowledge translation strategies.

By working with individual members and understanding their challenges and developmental gaps, structures can be put in place that create a framework for growth, innovation and professional development.

2 PROMOTE PROFESSIONAL CONSISTENCY

We will work to promote consistency in areas of education, professional identity, service provision and meeting expectations of patients and the public.

Consistent with the WFC's 20 Principles, we will advocate for educational consistency in order to provide public reassurance and an enhanced understanding of standards of education and training for chiropractors. Using the convening power of the WFC, we will

encourage membership of the International Chiropractic Education Alliance. We will promote and share the consensus statements from successive WFC education conferences and seek data on their implementation.

As part of the Global Status Survey and the building of a global observatory for chiropractic, we will acquire data to best understand demographics and trends in chiropractic education and by so doing, promote international consistency.

A survey focusing on professional identity within chiropractic coupled with the commissioning of studies to understand patient expectations will highlight inconsistencies, gaps and areas for developing better clarity.

We will develop an international test of competency to ensure a level of consistency and reassurance in unregulated jurisdictions.

To provide the public and governments an improved understanding of chiropractic internationally, we will develop a White Paper by means of a consistent, portable document that sets out core elements of the profession.

By creating a model template for legislation, international consistency in expected scope and standards of practice will be developed.

Using evidence synthesis and quality standards, consistency in service provision may be identified and promoted.

3

ENSURE FINANCIAL SUSTAINABILITY

We will achieve financial sustainability through a focus on maximizing and diversifying revenue streams without over-reliance on dues income.

We will explore diversified revenue streams and funding in order to finance key objectives, international projects and research. We will work to make the organization less reliant on revenue from dues in order to minimize financial pressure on members.

We will aim to increase revenue from corporate partnership and donations by 20% over 5 years with a proactive strategy to seek out businesses whose values and activities align with those of the WFC. We will also target a 20% growth in revenue from individual donations.

We will maintain healthy reserves that cover 12 months of operating revenue and protect the organization by auditing compliance with human resources and not-for-profit legislative requirements on an annual basis.

We will continue to ensure that careful financial stewardship eliminates unnecessary expenditure and we will maintain a policy of ensure tight budgetary policies.

4 ACHIEVE EQUITABLE WORKFORCE DISTRIBUTION

We will invest in those geographic areas where chiropractic is under-represented and work with local providers to strengthen the health workforce.

The global distribution of the chiropractic workforce is inequitable, with North America overwhelmingly represented by numbers of chiropractors per capita and over 80% of chiropractors working in this region, whose population only makes up 4.7% of the world's population of over 8 billion.

With low back pain constituting the world's greatest cause of years lived with disability and the need for rehabilitation being greatest in low- and middle-income countries, the vast unmet need for neuromusculoskeletal services is such that much of the world's population is underserved by chiropractors.

We will identify nations that are underserved and invest in building capacity, awareness and connections with government authorities to expand the provision and acceptance of chiropractic. This will include working with the WHO Global Health Workforce department.

By encouraging the development of educational programs in countries underserved by chiropractors and upskilling qualified local health professionals capacity may also be developed in the medium and long term.

5 MAXIMIZE OPERATIONAL EFFICIENCY

To ensure the delivery of best value for member national associations we will streamline operations and recruit to maximize expertise and capacity.

We will undertake an audit of all facets of the WFC's global operations and determine from a human resources, project management and governance perspective whether standard operational procedures are in place that best meet the needs of the organization.

Where gaps or deficits in operational efficiency are identified, a strategy will be put in place in order to address any shortcomings.

An assessment of needs against current human resources will be undertaken with a view to staff recruitment that will minimize risk and maximize operational effectiveness.

The use of current technology will be examined with feasible opportunities for digital transformation funded and presented to the Board.



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