



Strategic Plan 2019-2022

Introduction

The World Federation of Chiropractic (WFC) envisions a world in which people may enjoy universal access to chiropractic so that populations may thrive and reach their full potential. We exist to support and empower chiropractors and chiropractic associations throughout our 7 world regions to realize this vision by promoting the chiropractic profession and the benefits of the services that chiropractors provide.

We recognize the diversity of ways in which chiropractors serve their patients, which is dependent on social determinants of health, culture and philosophy of healthcare delivery.

At its core, the WFC is driven in its mission and vision by five values: passion in advocating for chiropractic on a global stage; being accountable for our decisions and delivering on our strategic

plan; respect for cultural, societal and attitudinal diversity amongst chiropractors and chiropractic organizations; upholding integrity in all our actions; and maintaining an unwavering attitude of service to the chiropractic profession.

We believe that everyone deserves access to chiropractic. We believe in chiropractors being accessible throughout the world. We believe that societies can thrive where chiropractors are available as a part of people's health care teams.

This strategic plan is the product of a careful analysis of our strengths and priorities. In shaping this strategic plan we have taken decisions that we believe will benefit our organization, every chiropractor and chiropractic organization, and the people chiropractors exist to serve.



About the WFC

The World Federation of Chiropractic (WFC) is a not-for-profit, non-governmental organization that serves as the global voice of the chiropractic profession. Headquartered in Toronto, Canada, the WFC's voting members comprise over 90 national associations of chiropractors, located in seven world regions. In addition to these voting members, the WFC is affiliated with many chiropractic organizations and educational institutions.

The WFC is the only chiropractic organization to be in official relations with the World Health Organization (WHO). We have enjoyed this status since 1997 and work with WHO to highlight the burden of spinal disorders, including low back and neck pain, as well as promoting WHO policies on public health issues relevant to the practice of chiropractic.

Our work is overseen by the WFC

Council, which serves as our Board of Directors. The Council comprises 13 regional representatives and appoints officers to serve as its Executive Committee. The current President of the WFC is Dr Laurie Tassell of Perth, Australia.

As well as its Council, the WFC currently has three standing committees: the Research Committee, Public Health Committee and Disability and Rehabilitation Committee. These committees, populated by dedicated experts from within and outside the chiropractic profession, advise the Council on matters that assist in informing our policy decisions.

Our work is made possible by dues contributions of our Constituent Members and by donations from corporate business, educational partners and individual supporters.



Respecting the past, embracing the future

Chiropractic is a modern primary health care profession that is committed to serving the health needs of people and populations around the world. Like other health disciplines, the practice of chiropractic has evolved in response to scientific advances, the production of research and the global transformation of health systems.

Chiropractors are best known as spinal health care experts in the health care system, but their work increasingly features health promotion, lifestyle management and preventative strategies. They are engaged in providing care throughout the life course, embracing disability prevention, rehabilitation and health advocacy as well as the assessment, diagnosis, treatment and management of spine and joint related disorders.

Chiropractors may work as sole practitioners, in teams, or as part of larger health networks. As health services move from stand-alone units to integrated, interprofessional teams, there are unparalleled opportunities for chiropractors. Patient autonomy has led to empowerment and shared decision-making and this has also given rise to people embracing healthy lifestyles and a culture of wellness.

The WFC Strategic Plan 2019-2022 reflects an envisioning of positioning, participation and partnerships in a wider health care environment. It acknowledges chiropractic's heritage but looks ahead to a responsive, versatile, contemporary profession that delivers on the expectations of people, patients and communities within a culture of evolutionary change.



Our Vision and Mission

OUR VISION

A world where people may enjoy universal access to chiropractic so that populations may thrive and reach their full potential.

OUR MISSION

To advance awareness, utilization and integration of chiropractic internationally.



Our Values

PASSION

We are passionately driven to advocate for chiropractic on the global stage.

ACCOUNTABILITY

We hold ourselves accountable for our decisions and in delivering on our strategic objectives.

RESPECT

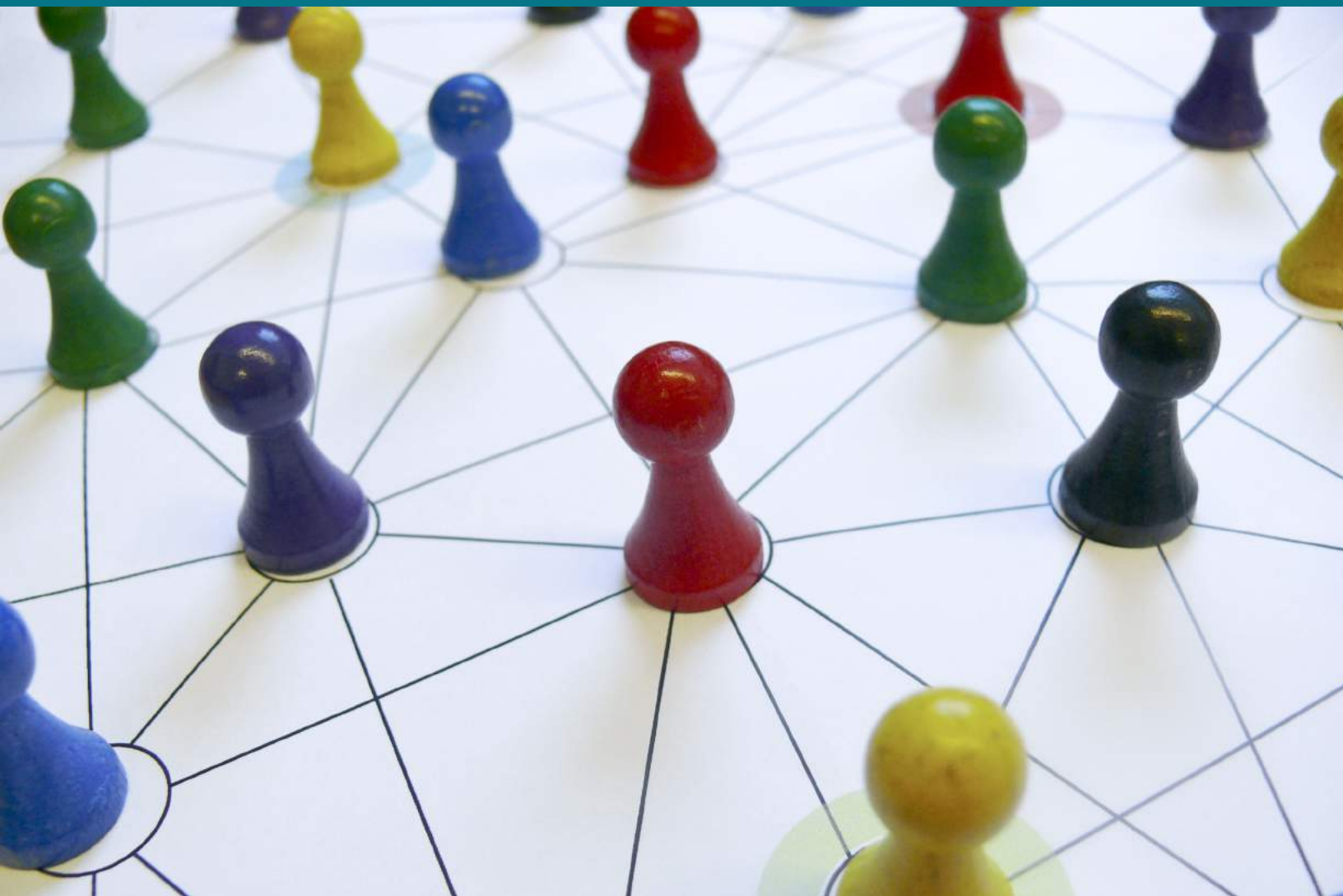
We respect diversity in the range of approaches that chiropractors take to the care of their patients and the societies and cultures in which they serve.

INTEGRITY

We prize integrity as a key driver of our actions

SERVICE

We maintain an unwavering attitude of service to the global chiropractic profession.



Our strengths

Our greatest strengths as a global chiropractic federation are in the following areas:

- Our ability to bring people together to share different views, perspectives and opinions
- Our status as a non-governmental organization in official relations with the World Health Organization
- Our ability to call on an international pool of experts to advise and guide our advocacy and policy work
- Our ability to generate global support for our projects and programs
- Our independence and integrity
- Our network of affiliate organizations, both within and outside the chiropractic profession
- Our legitimacy as the global voice of the chiropractic profession



Strategic Pillars

SUPPORT

Supporting chiropractic through advocacy, resourcing, representation and knowledge dissemination.

EMPOWERMENT

A focus on equality, diversity and knowledge translation to empower our people and develop the leaders of tomorrow.

PROMOTION

Promoting the benefits of chiropractic to global stakeholders, politicians and the public.

ADVANCEMENT

Advancing the chiropractic profession under the banner of evidence-based, people-centered, interprofessional and collaborative care.

Strategic Pillar 1: **SUPPORT**

Supporting chiropractic through advocacy, resourcing, representation and knowledge dissemination.

We will focus our efforts on ensuring that our Constituent Members are continually supported by ensuring a sustained focus on their needs and expectations. This will include recognizing the social determinants within which they operate and the diversity of the chiropractic profession, ensuring that the provision of support is tailored to individual needs where necessary.

We will continue to lead as the global voice of the chiropractic profession by providing support in governmental, political,

professional and crisis management issues.

As a non-state actor in official relations with WHO, we support programs and policies that are relevant to the chiropractic profession and impact the health of people.

In looking to sustainability and future generations of chiropractors, we must also commit to supporting our research community, student organizations and educational institutions.

The WFC will:

- Support its Constituent Member national associations by being available to provide prompt, personalized advice and guidance when called upon.
- Engage with WHO as a non-governmental organization in official relations by communicating programs and policies, providing relevant expertise and contributing to consultations and projects.
- Support and promote the value of high standards of education, lifelong learning, ethical practice and evidence-based care.
- Support its scientific community and the provision of knowledge translation to advance the profession.

Strategic Pillar 2: **EMPOWERMENT**

A focus on equality, diversity and knowledge translation to empower our people and develop the leaders of tomorrow.

As a modern, versatile, responsive organization, we must ensure that we champion equality of opportunity and diversity within our organization. We must work to ensure that leadership skills are encouraged at all levels, competencies are developed and knowledge is translated into clinical practice.

In empowering our people, our national association leaders and practicing chiropractors we must inspire and lead by example. We must maximize the use of

experts in specialist fields to advise us in our policy development and in turn empower those experts in the continuance of their efforts. Through communicating knowledge and collating data we must work to justify our claim to be the global authority of the profession.

By committing to scale up our presence at all levels of the profession, we must invest in an ethical, sustainable future for our students by engaging and involving them in our work.

The WFC will:

- Create a strong system of governance that will guide our actions and decision-making.
- Champion equality of opportunity and diversity of representation by positive advocacy and the creation of open and transparent systems of working.
- Promote leadership development at international, regional and national levels.
- Empower clinicians, health policy makers, academics and researchers in advancing awareness, utilization and integration of chiropractic.

Strategic Pillar 3: **PROMOTION**

Promoting the benefits of chiropractic to global stakeholders, politicians and the public.

As the only truly global chiropractic organization we must advance awareness, utilization and integration of the chiropractic profession internationally.

By promoting the benefits of chiropractic to patients, communities and society in general, we must communicate the value of chiropractors as key members of every person's health care team.

As advocates for the profession, we must promote the value of high level of education and lifelong learning. In preserving the honor and integrity of the chiropractic profession, we must also

promote high standards of conduct and practice.

In all of our interactions within and external to the chiropractic profession, including governments and policymakers, we must emphasize our stated commitment to evidence-based, patient-centered care utilizing current clinical guidelines. In supporting population health we must promote the role of chiropractors as advocates for public health and wellness,

The WFC will:

- Foster excellence in internal and external communications
- Promote the identity of chiropractors as spinal health care experts in the health care system
- Advocate for evidence-based, people-centered care in chiropractic practice.
- Promote the role of chiropractors as public health advocates.
- Promote consistency of high quality chiropractic education.
- Promote the value of chiropractic to governments, health systems and the public.

Strategic Pillar 4: **ADVANCEMENT**

Advancing the chiropractic profession together under the banner of evidence-based, people-centered, interprofessional and collaborative care.

Around the world health is delivered according to prevailing societal, cultural and political factors. These social determinants mean that chiropractors must adapt to the environment in which they practice.

As a global federation we must continuously strive to advance awareness of chiropractic under a banner of ethical, evidence-based, people-centered care.

Through consensus-building, shared understanding and respectful dialogue with partners in the health system, chiropractic

should become a valued partner in contributing enhanced population health.

Throughout our 7 world regions, we must advance public utilization of chiropractors to optimize the health of nations.

Through the identification of common values and a commitment to patient-centered care, we can advance the identity of chiropractors as spinal health care experts in the health care system.

The WFC will:

- Advance awareness of chiropractic among the general public, within health systems and among health professionals.
- Advance access to chiropractors for all people and broaden the integration of chiropractic services
- Advance interprofessional collaboration and the integration of chiropractic into health systems

Delivering results

In order to implement the WFC's new Strategic Plan it will be necessary to build on its strengths and ensure that its governance framework is effective in delivering efficient and productive systems of work. We will need to ensure that we modernize our way of working and focus on developing core competencies for our people. We must strengthen existing collaborations and develop new ones. This will be achieved through a clarity of purpose and a focus on relevance in the context of new organizational frameworks and decision-making.

Effective communication

Recognizing that communicating the 'why' of what we do is of primary importance, our focus in engaging all stakeholders must be on articulating a clear purpose and values-driven model of operating. We must be clear on the issues we're addressing and why we're addressing them, using language that mitigates barriers and promotes awareness and understanding. We must ensure that we tailor our communication to our audiences by optimizing our use of technologies and social media channels. By strengthening our digital and online presence we must focus on consistent branding and messaging that speaks to our diverse audience around the world.

Financial sustainability

Our ongoing work and the execution of this Strategic Plan will only be possible if we have adequate resources. Financial sustainability must therefore be a focus of enabling maximum outcomes and must be a component of all long and short term planning.

We must ensure that in synergy with the Strategic Plan a critical priority is to have a comprehensive program of revenue generation and fundraising. We must carefully examine all potential revenue streams and prioritize spending with our high-impact strategic priorities. Funding partnerships should also be explored as a means of securing project viability.

Strategic partnerships

Effective partnerships are fundamental to the delivery of WFC priorities and underpin our work. As a global federation, we work with our regional partners, affiliate organizations, corporate partners and other stakeholders to achieve mutually beneficial outcomes.

Within the WFC our Council works collaboratively with our Research Committee, Public Health Committee and Disability and Rehabilitation Committee to inform policy and position papers and in the development of WFC strategies. We also partner with external

organizations, such as WHO, the Global Alliance for Musculoskeletal Health and the NCD Alliance in order to better communicate our message and broaden awareness about the WFC.

During the period of this Strategic Plan, we will continue to seek out and invest in new strategic partnerships that are synergistic with our priorities and goals.

Organizational development

In order to bring about positive change, the Strategic Plan will be launched in tandem with a comprehensive review of the WFC's governance framework. This primarily focuses on a competency-based model of leadership, diversity of representation and greater engagement with the WFC's committees and collaborating organizations.

Through the establishment of strategy monitoring, finance and audit and communication strategy sub-committees we are confident that our accountability mechanisms will be strengthened, business planning models will be developed and implemented and the WFC will be a sustainable, fit-for-purpose organization. This will include the identification of key performance indicators and a risk register.



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