

STRATEGIC PLAN 2018 | 2022



#KinVision2022



CANADIAN
KINESIOLOGY
ALLIANCE

KINESIOLOGY

Kinesiology, also known as human kinetics, is the scientific study of human movement, performance and function. Kinesiology addresses physiological, mechanical, and psychological mechanisms. It is a diverse and broad practice that includes biomechanics, anatomy and physiology, strength and conditioning, sport psychology, rehabilitation (such as physical and occupational therapy), sport and exercise/fitness. Kinesiologists work in a wide variety of fields including research, clinical settings, the fitness industry and industrial/commercial environments.

KINESIOLOGY IS*

What: Study of Human Movement

How: Physical activity and exercise intervention

Why: Prevent, rehabilitate, and improve or enhance performance, health, and function

With what: Biomechanics, anatomy, physiology, psychology and neuroscience

KINESIOLOGY IS LIKE A REMEDY...*

An exercise program should be similar to dispensing a remedy:

Type: Strength, endurance, flexibility, functionally specific (agility, balance, coordination, etc.)

Dosage: Intensity of exercise

Frequency: Number of sessions per day or week

Prescribed by: A Kinesiologist

* Bergeron, Glen; Larivière, Céline; Sullivan, Philip, Kabaroff, Lynn - CUPEKA Position Statement – The Role of Kinesiologists and the Promotion of Physical Activity and Exercise in the Canadian Health Care System, October 2014 .Adapted by CKA / ACK

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#KINVISION2022: KEY MILESTONES

The CKA / ACK decided to develop a bold, inspiring and achievable strategic plan, titled #KinVision2022. LBB Strategies, an independent national strategic planning consultancy firm, was retained to assist the CKA / ACK in developing this plan. LBB Strategies has worked with provincial, national and international organizations on similar strategic reviews and plans.

The strategic planning process included a series of consultative activities comprised of interviews, focus groups and online surveys with CKA / ACK members and stakeholders. This consultative review phase began in February 2017 and was followed by a strategic planning retreat in June 2017. The final plan was adopted in September 2017, which reflects the invaluable input and participation from students of Kinesiology and Physical Education Programs, active Kinesiologists, Provincial Kinesiology Associations and National Health Organizations.

ACKNOWLEDGEMENTS

This strategic plan is the culmination of years of collaborative work that could not have been completed without the concerted effort of many people. First and foremost, the CKA / ACK extends a special thank you to President Marie-Claude Leblanc who challenged the kinesiology community to align its future with the CKA / ACK's mission and vision, to the CKA / ACK Board Members for actively participating in the process, and to France A. Martin, Executive Director, who oversaw the planning process.

Many thanks go to the CKA / ACK's valuable partners, the Provincial Kinesiology Associations, for their significant contributions and support throughout the process. Their assistance in the coordination of this comprehensive effort involved setting up a multitude of meetings around their annual general meetings (AGM), workshops, focus groups with many players, facilitating the distribution of multiple surveys and/or questionnaires.

Appreciation is also extended to the following groups for their active and continued participation throughout the process:

- 2017 Kin Games – Manitoba University Organizing Committee and Participants
- Provincial Kinesiology Associations – Presidents, Executive Directors and their Representatives
- Canadian Society of Exercise Physiology – Mary Duggan
- Canadian Physiotherapy Association – Trish Pearsons
- College of Kinesiology of Ontario – Brenda Kritzer
- Canadian Council of University Physical Education and Kinesiology Administrators – Wayne Albert

Finally, within all phases of this work, the CKA / ACK would like to thank all who participated and contributed to this plan through surveys, focus groups, interviews, retreats and/or planning meetings, as well as its partners and sponsors for their contributions and commitment to the successful advancement of kinesiology in Canada.

MESSAGE FROM THE PRESIDENT

Over the course of the past year, the CKA / ACK has been focused on establishing and producing a strategic plan that will lead us into 2022.

The world of kinesiology is changing and the CKA / ACK strives to continue its support of the Provincial Kinesiology Associations (PKAs) in advocating the many legislative challenges to our profession. It has positioned itself to protect the interests of kinesiology through the pursuit of relationships with affiliated kinesiologists, future Kinesiologists, Provincial Kinesiology Association and other health professional organizations.

Everyone's input and participation in this strategic planning initiative are very important to kinesiology in Canada, Kinesiologists and the CKA / ACK. The best way to make a difference is to be part of the solutions and the vision. Thank you for your time and devotion to this process.

With this #KinVision 2022 plan, the CKA / ACK begins the work needed to support the strategic objectives, determining responsibilities and associated timelines. The importance of this strategic plan is that it provides a clear guide from the Board Room to the individual kinesiologist across Canada. It is a roadmap to lead us to our destination.

Thank you to our partners, sponsors and Provincial Kinesiology Associations. On the eve of setting new routes to explore with the #KinVision2022 strategic plan, I will continue to be involved. I hope you all do the same.

We look forward to working with you to advance kinesiology in Canada and developing our best future, together.



A handwritten signature in black ink, appearing to read 'Marie-Claude'.

Marie-Claude Leblanc, B.Sc. KIN
CKA / ACK President



KINESIOLOGY IN CANADA & CKA / ACK

THE FUTURE OF KINESIOLOGY

Kinesiologists are professionals that specialize in assessing human movement and providing exercise treatments for the promotion of a healthy lifestyle and the prevention/rehabilitation of disease and injury. Kinesiology is a multidisciplinary profession that spans the biophysical, socio-cultural, psychological, and neuromotor control aspects of human movement and performance, exercise psychology and neuroscience. Its scope of practice is important since it is the basis for a professional recognition from other health professionals. Government agencies, partners, and the public need to recognize the positive economic impact exercise as a disease management and preventative strategy has within Canada. Kinesiologists are an integral part of the health care teams, and provide guidance with exercise as a preventative and rehabilitative intervention within the health care system.

ECONOMIC IMPACT

Physical inactivity has been implicated in at least 25 chronic health conditions, including diabetes, heart disease, stroke and some cancers (publichealth.gc.ca, 2012). In 2009 more than \$2.4 billion, or 3.7 per cent of all healthcare costs, were attributed to the direct cost of treating illness and disease due to physical inactivity (Jansen et al., 2012). The financial impact of poor health amounts to a loss of more than \$4.3 billion to the Canadian economy, and the negative repercussions of inactivity costs the healthcare system \$89 billion per year in Canada (2013).

THE SCOPE OF PRACTICE OF A KINESIOLOGIST

Kinesiologists treat asymptomatic (healthy) individuals and those experiencing chronic diseases (likely associated with morbidities). This brings on challenges when treating with exercises but also provides a greater benefit and impact on their quality of life. Despite treating chronic disease, Kinesiologists do not diagnose pathologies but rather collaborate with multidisciplinary care teams. They may work in the domains of sport, recreation and active living, and their wide scope of practice may include functional ability evaluations, rehabilitation,

ergonomics, motor redundancy, neuroplasticity, adaptation through exercise, home/workplace health and safety, disability management, and research. In Canada, Kinesiology is currently a legislated profession in some provinces, where licensed practitioners may use the title Registered Kinesiologist. In provinces without legislation, however, their titles may differ widely to reflect a particular area of focus: Certified personal trainer, Certified exercise physiologist, Exercise physiologist, Clinical exercise physiologist, Exercise specialist, Exercise Therapist, Cardiac rehabilitation professionals, Pulmonary rehabilitation professionals, Ergonomist, Exercise Scientist, Usability Designer, Exercise professional, Sport and exercise scientist, Clinical Kinesiologist.

CKA / ACK WORKS TOGETHER WITH OTHERS IN THE FIELD

The Canadian Kinesiology Alliance / L'Alliance canadienne de kinésiologie (CKA / ACK) is a non-profit corporation that advocates and promotes the advancement of the profession of kinesiology in Canada. The CKA / ACK strives to be recognized as the unifying voice for the profession of kinesiology in Canada, and to have a positive impact on Canadians. Kinesiologists provide services to improve human movement and deliver quality solutions through prevention, objective assessment, and evidence-based interventions.

On a national level, the CKA / ACK represents seven provincial kinesiology associations that are member associations and over 3,500 affiliated Kinesiologists by developing progressive partnerships with other national organizations, providing support to effect positive change within government and public policy, and by promoting the science of Kinesiology. The CKA / ACK advances our member associations, PKAs, by facilitating national and interprovincial communication and partnerships and by supporting and encouraging ongoing development of PKAs. The CKA / ACK establishes and promotes the standards of the profession across Canada.

THE CANADIAN KINESIOLOGY ALLIANCE

OUR PURPOSE

To advance, promote and advocate for kinesiology in Canada through meaningful partnerships and alliances.

OUR VISION OF SUCCESS

To ensure kinesiology is broadly recognized by all Canadians as a leading health profession.



SUCCESS WILL BE MEASURED BY THE FOLLOWING KEY PERFORMANCE INDICATORS:

- Kinesiologists and PKAs will benefit from **added value services and programs.**
- Kinesiologists and PKAs will be **more active and engaged with the CKA / ACK.**
- Kinesiologists and PKAs will recognize that **CKA / ACK is making a positive impact.**
- Kinesiology and related national health organizations will **be optimally aligned to advance kinesiology.**
- The public will be **better aware and informed** about the benefits of kinesiology.

OUR FOUNDATIONAL VALUES

To be **PROGRESSIVE**, proactive
and be at the forefront of kinesiology.



To promote **DIVERSITY** within
the profession of kinesiology.



To use **EVIDENCE-BASED**
learning in decision-making.



To promote **ETHICAL &
PROFESSIONAL** behaviours.



To be **EFFECTIVE AND EFFICIENT**
in collaborative initiatives.



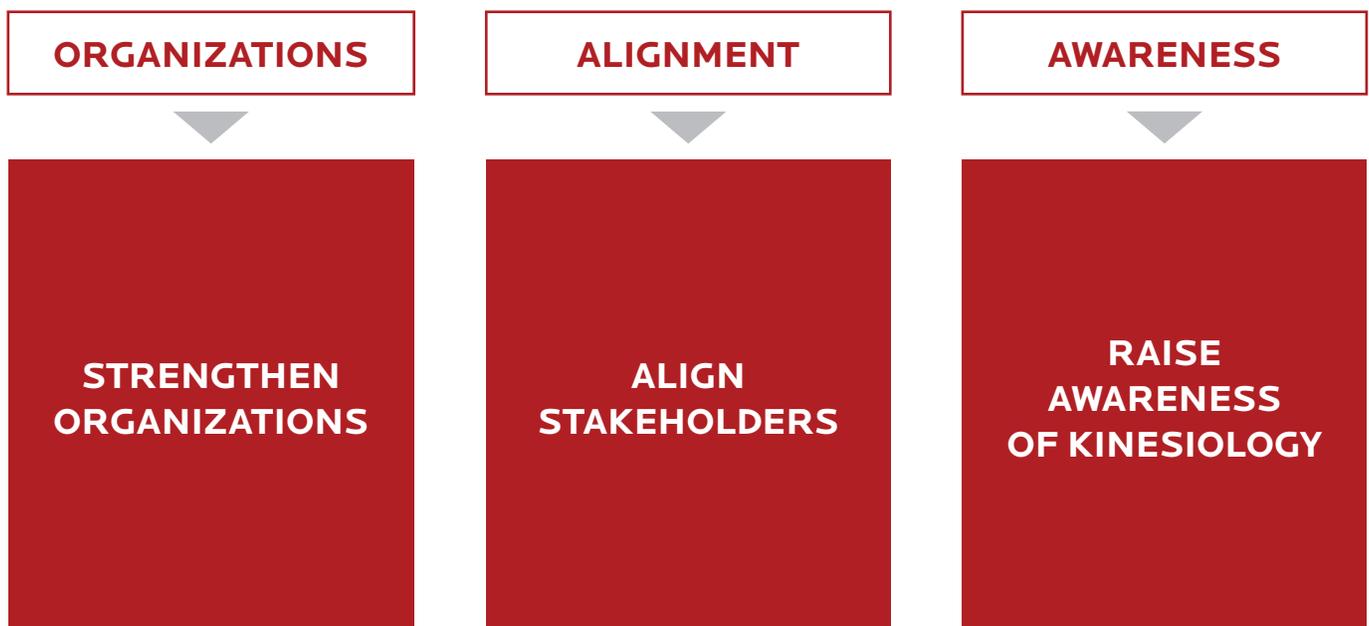
STRATEGIC GOALS

3 PILLARS

ORGANIZATIONS, ALIGNMENT, AWARENESS

The CKA / ACK consultation process provided a current picture of kinesiology in Canada. It revealed that the CKA / ACK has limited administrative and financial capacity as a national professional organization to undertake new projects to fully accomplish its mission. The public, students and even other health professionals are still confused by what kinesiology is, how it works in Canada, and how to work with Kinesiologists. There is a need to improve collaboration between Kinesiologists and other health professionals.

This plan addresses those challenges and will strive to advance kinesiology in Canada. In order to achieve the CKA / ACK vision and purpose, we have defined strategic goals, referred to as the “three (3) pillars”, which are broken down into tactical objectives and measurable outcomes by 2022.



STRENGTHEN ORGANIZATIONS

STRATEGIC GOAL - ORGANIZATIONS

To strengthen the CKA / ACK and PKAs to pursue its vision and purpose.

TACTICAL OBJECTIVES

DESIRED OUTCOMES (BY 2022)

1.1 INCREASE FINANCIAL AND HUMAN RESOURCES.

- The CKA / ACK will have increase its gross revenues by 10% yearly;
- Three (3) full-time human resources will be mandated by the CKA / ACK (employed or contracted).

1.2 STREAMLINE GOVERNANCE PERFORMANCE.

- Board and Committees' objectives will be aligned with the goals of the strategic plan;
- Board and Committees will have increased the CKA / ACK's resources and achieved their key performance indicators (KPI);
- Executive Director and Board Members will have an accountability framework.

1.3 IMPROVE INTERNAL AND EXTERNAL COMMUNICATION PRACTICES.

- The CKA / ACK affiliates, PKAs and their members and the public will be better aware and informed about kinesiology and CKA / ACK programs and services.

1.4 DEVELOP SERVICES AND PROGRAMS THAT ENHANCE THE CAPACITY OF PKAS.

- The CKA / ACK's services will have improved PKAs' organizational capacity.

ALIGN CKA / ACK STAKEHOLDERS

STRATEGIC GOAL - ALIGNMENT

*To lead the alignment of CKA / ACK key partners
and stakeholders to advance kinesiology in Canada.*

TACTICAL OBJECTIVES

DESIRED OUTCOMES (BY 2022)

**2.1 INCREASE THE QUALITY AND
NUMBER OF MEANINGFUL
PARTNERSHIPS WITH THE PKAS.**

- The number of collaborative projects with the PKAs particularly in the financial, service, promotion, education and advocacy areas will have increased.

**2.2 INCREASE THE NUMBER OF
MEANINGFUL PARTNERSHIPS
WITH NATIONAL HEALTH
ORGANIZATIONS AND
EDUCATION INSTITUTIONS.**

- The number of collaborative projects with national health organizations (NHO) and educational institutions will have increased.

**2.3 INCREASE THE NUMBER OF
MEANINGFUL PARTNERSHIPS
WITH INSURANCE COMPANIES.**

- The number of partnerships with insurance companies that recognize kinesiology services as insured treatments (reimbursable to clients) will have increased.

**2.4 INCREASE THE NUMBER
OF MEANINGFUL
PARTNERSHIPS WITH
GOVERNMENTAL AGENCIES.**

- The number of nationwide partnerships with governmental agencies for tax exemption for clients will have increased.

RAISE AWARENESS OF KINESIOLOGY

STRATEGIC GOAL - AWARENESS

To raise awareness, promote, educate and advocate for kinesiology.

TACTICAL OBJECTIVES

DESIRED OUTCOMES (BY 2022)

**3.1 PROMOTE:
INCREASE CKA / ACK
MARKETING INITIATIVES
AND ACTIVITIES TO RAISE
AWARENESS OF KINESIOLOGY.**

- The development of an improved brand and marketing tools including a new website will be done;
- The media attention and releases, marketing initiatives, website traffic and social media followers will have increased;
- The number of joint marketing initiatives with the PKAs and other key partners will have increased.

**3.2 EDUCATE:
INCREASE EDUCATION
INITIATIVES AND ACTIVITIES.**

- The number of joint education initiatives with PKAs, National Health Organisations (NHOs) and educational institutions will have increased;
- The number of people participating in or impacted by CKA / ACK education initiatives will have increased.

**3.3 ADVOCATE:
INCREASE CKA / ACK REACH
AND INFLUENCE WITHIN
THE PUBLIC SECTOR/
GOVERNMENTAL AGENCIES.**

- In collaboration with PKAs and other key partners, the CKA / ACK will have deployed a governmental lobbying strategy aimed at representing the interests of kinesiology to federal and provincial governments ;
- Governments and key political leaders will be fully aware and educated about kinesiology and the CKA / ACK's position.

TACTICAL OBJECTIVES

3.4 **ADVOCATE:** **INCREASE CKA / ACK'S REACH AND INFLUENCE WITHIN THE INSURANCE AND PRIVATE SECTOR.**

DESIRED OUTCOMES (BY 2022)

- In collaboration with its key partners, the CKA / ACK will have deployed a strategy aimed at representing the interests of kinesiology in the insurance and corporate sector;
- The number of insurance companies recognizing kinesiology treatments as insured treatments will have increased;
- The number of corporate partnerships will have increased.

3.5 **ADVOCATE:** **INCREASE CKA / ACK'S REACH AND INFLUENCE WITHIN THE UNIVERSITY SECTOR.**

- In collaboration with its key partners, CKA / ACK will have deployed a strategy aimed at representing the interests of kinesiology at the university level;
- The number of university programs partnering with the CKA / ACK and PKAs will have increased.





CONCLUSION: NEXT STEPS

The CKA / ACK's new #KinVision2022 strategic plan identified areas for growth and development, and commits to work closely with its stakeholders, affiliated kinesiologists and partners to create a better future for kinesiology.

As the CKA / ACK turns this strategic plan into an action plan, it will be faced with challenges and significant limitations. For example, CKA / ACK will continue to support PKAs in their effort to become legislated but can only act as a hub of information for the PKAs. To achieve its objectives, the CKA / ACK will require a strong collaboration from the PKAs, especially when actions must be initiated at the provincial level. The CKA / ACK will continue to increase awareness of the kinesiology profession, create more partnerships and links with other National Health Professions, and encourage the public to request kinesiology services. By 2022, the public will recognize the profession in stride with other entities. For this to be successful, Kinesiologists must get involved in their communities – one small step at a time for kinesiology, one giant leap for our profession!

LEXICON

TO RAISE AWARENESS

To bring attention to, sensitivity to or insight into or familiarity with a cause or to inform; aimed to reach the general public or a targeted audience, with intent to inform, to bring notoriety, and to reach people because it reaches their values or their objectives; no expectation of action in return.

TO PROMOTE

To communicate with the intention to seek an action in return, i.e. to subscribe, to buy, to distribute information, etc.; aimed to reach the general public, targeted audience, potential clients.

TO ADVOCATE

To defend a cause, the interests of people, to recommend and to support publicly; aimed to reach the general public, targeted audience, law-makers, governing agencies or investors; sometime brings debates and uses lobby.





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