



Arizona Physical Therapy Association

***Membership
Development Plan
2010-2011***

PURPOSE:

The purpose of this Membership Development Plan is to identify specific strategies to recruit new members and retain current members, assign membership recruitment and retention related tasks and activities to members and staff, and to establish time-frames for execution of those tasks and activities.

MEMBERSHIP STATISTICS:

Membership in the American Physical Therapy Association (APTA) grew 1.95% between 2008 and 2009. APTA membership is 74,228, representing an estimated market share of 29.86% for licensed PTs and 7.85% for licensed PTAs. According to the Bureau of Labor Statistics the employer outlook and demand for licensed physical therapists is strong and is projected to grow over the next 10 years. Student membership in APTA increased significantly in 2009 with 16,255 members as of the end of 2009. This represents a 6.23% increase over the previous year.

Membership in the Arizona Physical Therapy Association (AzPTA) increased slightly during the past year, with the number of licensed PTs 1,113 and certified PTAs, 58 at the present time. While we are happy to have had an increase in the number of AzPTA members, this still represents only an estimated 37% of the licensed PTs and 10% of certified PTAs in the State of Arizona. Student membership is currently at 274.

APTA IDENTIFIED TARGET AUDIENCES AND MEMBERSHIP NEEDS:**Students**

- Career benefits;
- Local networking opportunities;
- Career advice;
- Mentoring;
- Online education tools;
- Scholarship opportunities;
- Benefits association with belonging to a community;
- Assistance with career paths.

New Professionals (1 to 5 years of practice)

- Mentorship opportunities;
- Residency opportunities;
- Assistance with understanding the paths to success in the field of physical therapy;
- Benefits of section membership;
- Reduced dues for continuing education;
- Installment payment options for dues.

Women

Women make up a significant percentage of APTA members (65.3% in 2007). APTA and its components must be diligent in identifying and addressing factors that influence this audience's decision to belong and participate through various life situations, career stages and employment status.

Mid-level Practitioners (6 to 9 years of practice)

We must portray APTA and its components as the leading resource for career enhancement (e.g., specialist certification), advocacy efforts, continuing education, and networking.

Established (more than 10 years of experience)

We must conduct positive public relations/branding campaigns highlighting industry and member successes. This is a diverse group, and engagement varies. Aging and impending retirement have an impact on segments of this audience.

- Active engagement: We must highlight learning and trends, accentuate networking events, streamline the renewal process, offer volunteer and mentoring opportunities, encourage specialist certification and grant recognition.
- Passive engagement: We must communicate how membership helps advance practice and is necessary to professional standing.

APTA KEY MEMBERSHIP MESSAGES:

The key messages of APTA’s retention and recruitment efforts will focus on building value, and more targeted messaging will address various member segments on a personal level. All “touchpoints” between APTA and members, and between APTA and prospective members (e.g., letters, calls, e-mails, visits), should include messaging regarding what members can expect from APTA. They will address 6 basic information needs of the “frontline” clinician or educator, and will stress APTA’s efforts to advance the profession in these areas, based on clinical setting:

APTA: Connecting Colleagues and Advancing the Profession

The American Physical Therapy Association goes far beyond a simple gathering place of physical therapy professionals. APTA is an active, involved advocate for you and your profession, working each day toward Vision 2020 and our strategic plan. As an APTA member, you have access to many exclusive benefits, either free or at deeply discounted rates-a value far greater than the cost of membership.

APTA advocates for you in Washington and state capitals nationwide. APTA speaks out for proper reimbursement for high-quality patient care. APTA connects you to colleagues for sharing knowledge and experiences. APTA builds your knowledge and skills via CEU opportunities. APTA recognizes you for your focused clinical excellence. APTA strengthens your expertise with clinical and practice resources.

Below is a list of some of the more tangible features associated with APTA membership. Some members may value programs and products that other members do not.

We will increase segmentation within renewal efforts, lapsed member “win-back,” and recruitment initiatives, addressing the various audiences (eg, PTs, PTAs, new professionals, students, recent graduates, etc.) on a more personal level. Members and prospective members are seeking benefits that protect and add value to their careers, patients, practice, or businesses, not merely a basket of products and services.

Feature-Focus

- How-to
- Means
- Inputs
- Activity
- Products/Services
- Features (e.g., Find a PT)

Benefit-Focus/Outcome Focus

- Value-added
- Ends
- Results/Outcomes
- Accomplishment
- Solutions/Answers to Problems
- Benefits (e.g., new patients/referrals/\$\$)

APTA MEMBERSHIP CORE BENEFITS AND BEST PRACTICES:

APTA encourages components including state chapters to offer a “core benefits” package in line with the amount of dues charged and that complements APTA offerings. These core benefits include:

1. Distributing a newsletter or journal (published at least quarterly)
2. Advocating on state or practice-specific issues that affect the scope of practice and payment for services
3. Offering member discounts for educational meetings
4. Promoting the APTA brand for the profession “Move Forward,” and
5. Maintaining a viable telephone number, e-mail address, and Web site.

The AzPTA provides or accomplishes all of the above listed core benefits.

Additionally the APTA Advisory Panel on Member Recruitment and Retention encourages components to implement as many of the following “best practices” into their overall membership development plan as possible:

1. Appoint a standing committee for membership development.
 - a. Designate a membership chair that is accountable for component membership development efforts
 - b. Appoint district/regional chairs who are active participants in membership development efforts.
2. Communicate with current members 60 days prior to expiration to reinforce the renewal message.
3. Communicate with lapsed members 60 days after their expiration date to reinforce the renewal message.
4. Send a welcome message/packet within 30 days of receipt of the new member and transfer-in list from APTA.
5. Send a welcome back message/packet within 30 days of receipt of the “reinstate” list from APTA.
6. Give public recognition to members by publishing the names of new members and transfer-ins in relevant component communication vehicles (i.e., newsletter, Web site).
7. Recognize member milestones by honoring 5-, 10-, 25-, and 50-year members (i.e., anniversary pins) at a chapter meetings or host a gala event.
8. Send a post-renewal communication to thank members for their renewal within 30 days of receipt of the “renewal” list from APTA.
9. Identify ways to mentor new members (specifically, peer-to-peer contact).
10. Establish a set of guidelines for volunteers to encourage their participation in peer-to-peer contact and other recruitment and retention activities.
11. Reach out to local PT and PTA programs by setting up visits to program chairs and students to explain the benefits of belonging to APTA and the chapter or section (educators are extremely influential in a student’s decision to join APTA).
12. Organize visits to local facilities and practices to hone relationships with PT and PTA practitioners and communicate the value of APTA at the local and national level.
13. Arrange visits to schools and communicate the value of APTA at the local and national level.
14. Conduct research through surveys, focus groups, or interviews to identify member needs at *least* every 3 years
15. Maintain a Facebook page
16. Develop, maintain, and follow up on membership prospect lists deriving from:
 - a. Licensing lists
 - b. Practice setting lists (hospital directors)
 - c. Prospective member attendees at chapter meetings
 - d. Prospective member purchasers of chapter products and/or services.

AzPTA MEMBER BENEFITS:

Below is a list of both tangible and intangible benefits associated with AzPTA membership (note that some members may value programs and products that other members do not):

- Legislative Advocacy
- AzPTA Career Center and Job Alerts
- Continuing Education
- Membership Directory
- Publications (APTAN, Direct Current)
- AzPTA Staff (Information and Referral)
- Discounts on Website and Email Advertising
- Patient Referrals
- Business Partnerships

AzPTA MEMBERSHIP GOALS – 2010-2011

The AzPTA Board of Directors (BOD) in January of 2010 established the following goals relative to membership in the association:

- 1200 (~40%) of licensed physical therapists in the state
- 80 (~20%) of certified PTAs in the state
- 100% PT and PTA student membership

Several new strategies for recruitment and retention of AzPTA members have been successfully implemented over the past 18 months. We believe that these efforts have promoted the growth in membership that has occurred. For the coming year, we will continue to practice these strategies and will add a focus on transitioning new professionals to full membership status. This AzPTA Membership Development Plan intends to serve as the guidance document for all membership development strategies and activities that link to the membership goals adopted by the AzPTA BOD.

SPECIFIC MEMBERSHIP RECRUITMENT AND RETENTION STRATEGIES	PERSON(S) RESPONSIBLE	TIME FRAME	NOTES
Communications			
1. Send new Arizona licensees and certificants a congratulatory e-brochure inviting them to join or transfer membership.	AzPTA Staff	Monthly after receiving updated list from Arizona Board of Physical Therapy.	Ongoing action
2. Contact members 30 days in advance of membership expiration by letter or electronic mail with a renewal reminder message.	AzPTA Staff	On or about the first day of each month.	Ongoing action
3. Contact members 60 days following membership expiration by letter or electronic mail to highlight the benefits of renewal of membership.	AzPTA Staff	Monthly.	Ongoing action
4. Send new and transfer members a New Member Welcome Packet (letter and item such as sticky note pad or magnet with AzPTA logo and contact information to include the website address).	AzPTA Staff	Monthly.	Ongoing action
5. Develop, maintain and distribute an AzPTA Membership Recruitment brochure.	AzPTA Staff Membership Committee AzPTA BOD Committee Chairs	Developed in 2009 (Q3); updating and distribution ongoing.	
6. Develop, maintain and distribute an AzPTA Membership Recruitment brochure targeting employers.	AzPTA Staff, Membership Committee, AzPTA BOD Committee Chairs	Developed in 2009 (Q4); planning for employers to target and getting addresses for employers is in progress.	Plan for distribution, Q4 of 2010 (and Q1, 2011)
7. Conduct one annual membership recruitment drive by letter or electronic mail to prospective member PTs and PTAs in Arizona (include AzPTA Membership Recruitment brochure).	AzPTA Staff Membership Committee	Annually (Q4).	Ongoing action, timed to capture licensure renewal.
8. Develop and maintain a Facebook for purposes of sending updates to members and promoting benefits of membership to everyone.	AzPTA Staff Membership Committee	Ongoing.	Investigate potential new mechanisms for use of Facebook in membership strategies (e.g. YouTube competition in Q3 of 2010.

9. Use a Twitter account to send updates to members and to promote the benefits of membership to prospective members.	AzPTA Staff	Ongoing.	Ongoing action
10. Send a letter to prospective members attending AzPTA programs inviting them to join after having experienced the benefits of the program.	AzPTA Staff	Within 15 days following the program.	Ongoing action
Events			
1. Conduct a New Member Appreciation Breakfast or similar event annually (in conjunction with an existing program) to welcome new or transfer members.	Membership Committee.	Fall Meeting.	Annually at Fall Meeting. AzPTA Staff to send invitations and make venue and breakfast arrangements.
2. Award membership pins annually at a Membership Meeting based on length of membership.	Membership Committee.	Fall Meeting.	Annually at Fall Meeting. AzPTA Staff work with APTA Staff to procure pins and membership milestones list.
3. Partner with AzPTA District Representatives at local meetings to recruit prospective members.	Membership Committee and AzPTA District Representatives.	Ongoing.	Ask members to invite nonmembers to this meeting. A drawing will be held for small prizes (AzPTA folder; gift cards) for the members who invite someone, and for the prospective member.
4. Conduct a School Membership Competition establishing as the goal 100% student membership and award prizes for the winning school(s).	Membership Committee.	Ongoing in 2011, with Award announcement at Spring meeting.	Successfully completed initial drive. Implement again in 2011, Jan – May (announcement at Spring Meeting)
5. Implement a New Professionals Dinner for the purpose of recruiting new members and converting students to full membership	Membership Committee and AzPTA staff	Q3	Joint programming developed by Membership committee members and AzPTA staff.
Research:			
1. Revise membership satisfaction and needs survey (electronic).	Membership Committee.	2011 (Q1).	AzPTA Staff to disseminate survey and compile results.
2. Partner with APTA to develop a prospective member assessment and opinion survey (electronic).	Membership Committee.	2010 (Q4). September 1, is ideal as this is when information is most accurate with the Arizona Board of Physical Therapy.	AzPTA Staff to disseminate survey late fall, after Fall Conference, and compile results.

Members Mentoring Members:			
1. Write articles to be published in APTAN that highlight the APTA Members Mentoring Members program.	Membership Committee.	Annually (Q3).	
2. Place a link to the Members Mentoring Members program on the AzPTA website under the Members Only section.	AzPTA Staff.	Ongoing	
Other:			
1. Conduct a membership drive awarding a \$100 discount on an AzPTA conference to any member who recruits a new member (maximum of \$2,500 in discounts to be awarded).	Membership Committee and AzPTA Staff	Ongoing	Membership Committee is responsible for developing the guidelines; AzPTA will promote this initiative and track awards.
2. Develop a contest for individuals or teams to make a YouTube video to promote APTA membership; award the winning person or teams.	Membership committee to develop rules and guidelines for competition	Q3	Membership committee members