REVIEW
OF THE NZ COLLEGE OF PHYSIOTHERAPY
CONSULTATION DOCUMENT

Commissioned by
the New Zealand College of Physiotherapy and Physiotherapy New Zealand
Reviewer: Kevin Morris.
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EXECUTIVE SUMMARY

The goal of this review was to examine the future role and structure of the College with a view to ensuring that the College remains relevant and adds value to the physiotherapy profession and the New Zealand public.

The reviewer has identified four possible options for the future of the college which are as follows:

Option 1: Status quo (College remains as is)
Option 2: College is dissolved
Option 3: College becomes a standalone entity
Option 4: College is integrated into PNZ

Please take the time to read the full document that follows before deciding on your preferred option.

This consultation document is divided into two parts. Part one covers the history and set up of the college and makes comparisons to other organisations while part two outlines the four possible options in more detail and the next steps in the consultation process.
PART 1: BACKGROUND & HISTORY

INTRODUCTION

This review has been commissioned jointly by Physiotherapy New Zealand (PNZ) – previously known as the New Zealand Society of Physiotherapists (NZSP) and the New Zealand College of Physiotherapy (NZCP–referred to as the College).

PROCESS

The reviewer had the opportunity to read and examine all the historical records held with respect to the College. Included in these records are the papers of incorporation, all the annual reports and minutes of the annual general meetings of the College and many other documents. Past reports and reviews have also been read including the 2007 David Goddard “Review of the way in which Physiotherapy Services are Funded by ACC” and the 2008 Kensington Swan “New Zealand College of Physiotherapy Governance and Restructuring Report.”

The reviewer has conducted semi structured interviews with many of the key people involved in formation of the College and with other people currently active in the many areas of physiotherapy.

HISTORY

The College was founded in 1989 with the inaugural Board meeting being on June 22, 1989. The inaugural chairman, Michael Lamont reported on 1 August 1989 “The College has been established with the twin philosophies of promoting and coordinating continuing education for physiotherapists, together with establishing a route to specialisation within physiotherapy”.

The first three years of the College were a time of establishment particularly with respect to the relationship between the College and the New Zealand Society of Physiotherapists (NZSP).

The Annual report for 1992 stated:
“In April 1992 the Society sought clarification of the role of the College as it appeared to some of the Executive that the College was not meeting the needs of the profession.

One of the perpetual difficulties of the College was its continuing need for finance. The real problem was the inability to achieve charitable status without a rule change. The NZSP was opposed to the rule change, and in fact doubted the need for the College, instead suggesting that the educational role might best be directed through the society.

At a strategic workshop held by the NZSP in Wellington (1992), it became abundantly clear that the profession wanted the College to be pro-active and take on the question of continuing education. It was recommended that the College remain independent of NZSP.”

Although the annual report stated, as above, that the inability to achieve charitable status was behind the perpetual financial difficulties, it is unlikely that this was the only or even major reason for financial difficulties. Clearly the very small number of subscribing members together with the low subscription levies was a factor. The notion that if the College had charitable status there would be benefactors willing to provide funding sufficient to sustain the College was almost certainly very optimistic.

The debates and discussions that occurred over these three years ended with amendment of the rules of the College.
The key rule changes that happened in 1992 were:

- The College Board split into two – the Advisory Academic Board and the Executive Council. Previously there was a single College Board that could create Committees and Faculties.
- The Executive Council was made up of nominees from the NZSP clinical special interest groups and the President or nominee of the NZSP.
- The Academic Advisory Board was appointed by the Executive Council there being at least four members, the majority of whom needed to be physiotherapists.
- The award of Fellowship was no longer governed by the by Laws and Regulations of the NZSP but by satisfying College requirements set by the Academic Board.
- Associate members were required to pay fees and demonstrate participation in continuing education. Previously Associate Members had to do neither.
- Members needed to complete a post graduate programme approved by the Academic Board.
- Members could use the post nominal MNZCP.
- Entry to Membership was by meeting minimum standards set by the College Academic Board rather than being admitted by application to the College Board.
- Should the College be “wound up” any remaining assets or funds would be distributed for charitable purposes within New Zealand. Previously any monies remaining after the due settlement of the affairs of the College were to be dealt with as approved and specified by the NZSP.

In the April 1994 issue of the New Zealand Journal of Physiotherapy, the Executive Officer of the College wrote:

“The New Zealand College of Physiotherapy is an organisation of its times. Its purpose is to promote and recognise the highest standards of education and practice in all fields of physiotherapy in New Zealand”.

It was stated the College “Due to the farsightedness of its founders and hard work of the present Council and Boards, the College has been fully operational since June 1993” and the College “formalised the profession’s existing commitment to on-going education and to high clinical standards, and it provided members with a publicly recognised structure that they could progress through”. “All physiotherapists joining the College must do so as Associate Members, and from there they can choose to maintain themselves in that category or progress to membership. Similarly, members can choose to maintain themselves in that category or progress to Fellowship.”

With the College becoming fully operational in June 1993 with nearly 400 Associate members working to a continuing education points system, several Associate members working towards membership, and numerous continuing education organisers working to achieve College accreditation for their courses or workshops.

The College in 1993 was autonomous but received much of its funding from the NZSP. College rules required all members to be members of the NZSP. Administration was by an Executive Council comprising nominees from each Clinical Special Interest Groups and the President of the NZSP. There was an Academic Advisory Board and an employed Executive Officer. The Academic Advisory Board made recommendations about the accreditation of courses and the criteria for attaining and maintaining the three categories of membership – Associate, Member and Fellow. The College was established as an incorporated society with charitable trust status.

Over the more than 20 years of the College’s existence good systems and documentation have been developed that cover College functions including:

- course accreditation
- a continuing education points system

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1 Jane Cunningham News from the New Zealand College of Physiotherapy Inc. NZ Journal of Physiotherapy April 1994
2 Ibid
- a peer review programme
- the awarding of Associate membership
- the awarding of Membership
- the awarding of Fellowship.

By 2002 the departing College Chair was able to report in the College Annual Report that “...the membership continues to grow which is very encouraging, as we move into the new era of the HPCA Bill. I take heart in this, as the profession now values the efforts of the College in its readiness for the requirements of the Bill, which is designed to ensure patient safety and thus the standing of the profession in the eyes of the public.” And further “I feel well satisfied with my leadership, in particular seeing the tagged advanced practitioner route accepted and developed by the Academic Board and the inclusion of a generic and manageable peer review process now in place for the whole membership.”

2003 saw the development of a five year strategic plan for 2004 – 2009. This detailed a vision, mission, statement of core values and goals.

In 2005 the College was invited to join with the Physiotherapy Board to deliver a road show to practitioners on the new recertification requirements of the Physiotherapy Board. The College was sharing offices with the NZSP but was specifically noted to be a separate organisation in the Annual Report. There were 573 Associate Members, 97 Members (including 33 Advanced Practitioners), 5 Honorary Life Members and 1 Fellow.

In 2006 a working party was established to review the Advanced Practitioner model. This work continued into 2008 with the inclusion of the consideration of the physiotherapist specialist role.

In December 2008 the College commissioned Kensington Swan to undertake a review of governance and structure of the College with a view to providing options for the future. They proposed three broad options which helped form the basis for later decisions.

In 2009 the College was experiencing significant challenges. There were no nominations forthcoming to replace the retiring chair. The College, as a result of changes in legislation, lost its charitable status and had become liable to pay income tax. In November 2009 the ACC Endorsed Provider Network (EPN) scheme came to an end. The EPN scheme had a contract requirement for providers that required at least one member of a practice to be a member of the College. Arguably this requirement was artificially supporting membership numbers of the College.

Following consultation and the further legal advice of April 2010, the College took the steps of implementing an option (that was a variation of one of the options proposed by Kensington Swan in 2008) to continue with the College as is, but they did chose to make some amendments. These included an amendment of the College rules to disestablish the Executive Council and Academic Board and the establishment of a governance Board. A Memorandum of Understanding with PNZ was signed in September 2010 and covered:

- How the relationship between the College and PNZ was to be conducted
- The related roles and responsibilities of each party
- Arrangements to be made for the provision of financial assistance by PNZ to enable the College to continue to provide benefit for the wider profession and ultimately the public.

Significant rule changes came in 2010 following a “Future Directions” presentation from the College Board Chair. A special AGM on 16th October 2010:

- Abolished the category of Associate Membership.
- The Academic Board and the Executive Board were replaced by a new College Board that was responsible for both the academic and governance functions within the College.
- College signed a memorandum of understanding with PNZ to cover the administrative functions of the College.
New College Board to consist of four elected College members and two members to be nominated by PNZ who were to be on the Board in their own right and not there to represent PNZ.

The changes were effective from 31st December 2010

2011 saw the start for the new College Board. The College and PNZ databases were planned to be merged and the Annual report noted the loss of the College's association with the special interest groups together with membership confusion around the role of the College, the Physiotherapy Board and Advanced Practitioners and Physiotherapy Specialists. Membership was now only 84 Members (including 44 Advanced Practitioners), 5 Honorary Life Members and 9 Fellows.

THE COLLEGE IN 2013

It was clear by 2013 “Continuation” with the changes implemented had not resolved the challenges that the College was facing in 2008.

Currently the College continues under the management of the College Governance Board with two members nominated by PNZ and three College elected members. There is one vacancy on the Board for a fourth College elected member.

MEMBERSHIP
Current membership is 61 Members (25 general & 36 Advanced Practitioners), 7 Fellows and 5 Honorary Life Members.

FINANCE
As at December 31 2012 the College had accumulated funds of $62,739 compared with 12 months earlier when the accumulated fund position was $58,260. There were no known liabilities.

For the 2012 year the income was $10,632 and the expenses $6,426 giving a net surplus of $4,206. The previous 2011 year had a net surplus of $2,427.

INCOME 2012
- Subscriptions $6,730 (63%)
- Interest $2,380 (22%)
- Course accreditation fees $870 (8%)
- Membership application fees $652 (6%)

EXPENSES 2012
- Travel $2,466 (38%)
- Accounting Fees $1,467 (23%)
- Review Fees $1,252 (20%)
- Admin & Support $1,220 (19%)

Key points to note are that almost 70% of income is from membership fees and that just over 40% or expenses are related to accounting fees that are relatively fixed.

The result is that the College is very vulnerable to any decline in membership numbers. Further it is unlikely that the 19% for administration and support recorded in the finance figures for 2012 represent that total actual costs. PNZ is almost certainly providing support and administration that is not being captured in the annual accounts of the College.
MEMBERSHIP SURVEY
A survey of College members undertaken in 2012 produced a large number of responses to the question of what role the College should have in the future, almost all referenced quality, standards, professional development and education.

It is clear that the underlying basis for the existence of the College remains i.e. the promotion and supporting of quality and educational standards for the physiotherapy profession.

The reality is however that the College today is not growing and is at risk of becoming insolvent. If the true costs of support and administration that is currently being provided to the College by PNZ, were to be charged to the College then the insolvency risk is likely to materialise.

The College remains functioning because of the support that is being provided by the service level agreement with PNZ.

CURRENT COLLEGE CONTEXT: KEY STAKEHOLDERS

The College currently has many potential points of contact but the groups that are most relevant are the Physiotherapy Board of New Zealand, PNZ, especially the special interest groups, and the Universities.

PHYSIOTHERAPY BOARD OF NEW ZEALAND
This Board is constituted as a Regulatory Authority under the Health Practitioner Competence Assurance Act 2003 (HPCA) and has seven appointed members – seven physiotherapists and two lay members. The Board has staff under a Chief Executive organised under six areas:

- Accreditation
- Registration
- Cultural Competence
- Recertification
- Returners
- Specialisation

The Board picked up the work that had originated with the College on specialisation and a “physiotherapy specialist” scope of practice was gazetted on November 1, 2012. The description of this scope is:

“Expert physiotherapists who have advanced education, knowledge and skills to practice in specific clinical areas.”

The specific areas listed are:

- Musculoskeletal
- Cardio respiratory
- Neurology
- Continence & Women’s Health
- Paediatrics
- Older Adults
- General

Three specific competencies need to be met:
1. Demonstrate and apply advanced knowledge, skills and behaviour within the specialist area.
2. Active contribution to physiotherapy knowledge base in the specialist area.
3. Practise as role model.
The increased responsibilities delegated to the Board under HPCA Act resulted in a review of the role of the College because there was an obvious duplication of functions between the Board and the College.

The Board now set down the requirements for registration as a physiotherapist and the requirements for ongoing recertification. These requirements were very similar to the requirements that the College had established as a requirement for ongoing membership. As the Physiotherapy Board requirements are mandatory for all physiotherapists many physiotherapists have questioned the current role of the College in this as it can be seen as a duplication even although some alignment has been established between the College and Board requirements.

**PHYSIOTHERAPY NEW ZEALAND**

PNZ is the national membership organisation for physiotherapists and physiotherapy students with over 3,000 members. It provides advocacy, education, standard setting, information and services for members. The vision of PNZ is “Healthier New Zealanders through the delivery of quality physiotherapy services.” PNZ is an organisation that has been active for 100 years and is a founding member of the World Confederation of Physical Therapy.

**SPECIAL INTEREST GROUPS**

PNZ details 12 special interest groups (SIGs). These groups have been an important part of the College in the role they played in the pathway to attaining College Membership and the attainment of the right to use post nominals of MNZCP.

Originally it was envisaged that the SIGs would form “Faculties” of the College and they were originally formally represented at the governance level of the College. Currently there is not any formal connection between the SIGs and the College.

The SIGs are:

- Acupuncture
- Cardiothoracic
- Women’s Health & Continence
- Hand Therapists
- Manipulative Therapy (NZMPA)
- Neurology
- Occupational Health
- Older Adults
- Paediatric
- Sports
- DHB Leaders
- Education

In recent years the SIGs connection to the College has been lost as noted in the 2011 Annual Report of the College.

Most of these groups are supported by PNZ with subscription collection and other services. Some groups e.g. Manual Therapy (NZMPA) have their own supporting structures including support staff. Membership fees range from no fee to $250 per annum. Several have their own websites and are also linked to international groups.

**UNIVERSITIES**

Undergraduate training for physiotherapy is available at two universities: AUT University and the University of Otago.

Both these universities also provide post graduate qualifications at the Certificate, Diploma, Masters and Doctorate level in physiotherapy.
CONTINUING PROFESSIONAL DEVELOPMENT
Physiotherapists access continuing professional development (CPD) through courses run by the SIGs, universities, DHBs, biennial PNZ conference and private providers.

The College has had a key role in the development of CPD for physiotherapists. From the outset the College established CPD requirements for all members and associate members and also established processes to provide formal endorsement and accreditation of courses and programmes to ensure that they were of a consistently high standard.

COMPARISONS WITH OTHER NEW ZEALAND PROFESSIONS

1. HEALTH

Medical
The Regulatory Authority for doctors in New Zealand is the Medical Council of New Zealand (MCNZ). For the 32 recognised vocational scopes of practice, the Medical Council recognises qualifications granted by “Colleges”. Further for ongoing recertification the MCNZ requires evidence of enrolment and participation in an approved CPD programme. These programmes are organised and run by the medical colleges.

The medical profession has had a long history of belonging to “Colleges” with the Royal College of Physicians and the Royal College of Surgeons going back for nearly 500 years. Of the 17 medical colleges in New Zealand, 13 are Australasian with only 4 being New Zealand only colleges. This is a reflection of the need to have a “critical mass” to ensure viability. The New Zealand only “Colleges” that are recognised by the MCNZ are the Royal New Zealand College of General Practitioners, College of Urgent Care Physicians, New Zealand Musculoskeletal Society and The New Zealand Family Planning Association.

CPD is accessed through conferences and courses run by the Colleges, the various membership organizations like the New Zealand Medical Association, special interest groups like the Australia and NZ Society of Occupational Medicine and private conference companies.

Nursing
The College of Nurses Aotearoa New Zealand was formed nearly 20 years ago at about the same time as the NZCP. It has four main groups – Child Health Nursing, Primary Health Nursing, Elder Person Nursing and a Leadership group.

Its purpose is to provide a forum for critical inquiry into professional, educational and research issues relating to nurses and to the achievement of equitable outcomes for health consumers. It has no specific links or accreditation status with respect to the regulatory authority the Nursing Council of New Zealand. It is independent of the New Zealand Nurses Organisation.

All practising nurses must maintain their competence to practise by:
- completing 60 days or 450 hours of practice in the last three years
- completing 60 hours of professional development in the last three years
- being able to meet the Nursing Council’s competencies for their scope of practice.

The Council maintains a list of approved professional development and recognition programmes that are run and organised by employers.
Dentists
Dentists have no College organisation. The Dental Association maintains a listing of approved CPD events and courses and provides members with a facility to log their CPD. The Dental Council of New Zealand approves CPD providers most of whom are DHB’s in New Zealand.

Pharmacy
The NZ College of Pharmacists provides quality accredited continuing education programmes to assist pharmacists to maintain and upgrade their professional knowledge and skills.

The College has formed a partnership with the Centre for Pharmacy Post-Graduate Education at the University of Manchester to bring high-quality online learning to College members. The College is closely linked with the NZ Pharmaceutical Society.

Occupational Therapy
There is no College but the New Zealand Association of Occupational Therapists has the mission “To promote excellence in knowledge, standards, support and representation.”

Psychology
The New Zealand College of Clinical Psychologists is a non-profit professional services organisation committed to ensuring the highest standards of clinical psychology are available to the public of New Zealand.

The College provides resources for planning and recording the New Zealand Psychologists Board’s Continuing Competence Programme.

2. OTHER PROFESSIONS

Law
The New Zealand Law Society membership is voluntary but has been granted the responsibility under the Lawyers & Conveyances Act 2006 to regulate all lawyers by maintaining a register, issuing annual practicing certificates and managing a complaint service.

Effectively the Law Society is a regulatory body and a membership society combined.

Accounting
The New Zealand Institute of Chartered Accountants has statutory responsibilities and like the Law Society is a membership body combined with regulatory functions.

The Institute mandates CPD requirements for members with 120 hours required over a rolling three year period for chartered accounts with fewer hours required for associate chartered accounts and account technicians. The Institute provides and delivers CPD and sets the professional stands for their profession.

Education
The teaching profession is regulated by a Teachers’ Council that is currently under review. There are two main membership organizations for their profession the NZEI and NZPPTA which both have a strong advocacy/union focus.

3. INTERNATIONAL COMPARISONS

Australia
The bodies that regulate and support physiotherapists in Australia are more complex to those in New Zealand largely due to the need to work across various states. There is a Physiotherapy Council and Physiotherapy Board of Australia that undertake various regulatory functions for the profession. The Australian Physiotherapy Association (APA) includes the Australian College of Physiotherapists.

The Australian College of Physiotherapists is a “constituted entity” (together with the Journal of Physiotherapy, National Professional Standards Panel and Physiotherapy Research Foundation) that
The reports through to the Board of the APA. The College does not stand-alone but is an integral part of the APA.

The College functions solely relate to the management – entry, training, examinations and awarding of Fellowship - of the Fellowship program either through the “Original Contribution” or “Specialist” pathway which in New Zealand is undertaken by the Physiotherapy Board.

Canada
There is the Canadian Physiotherapy Association, the Canadian Alliance of Physiotherapy Regulators (The Alliance), and Physiotherapy Education Accreditation Canada (PEAC) that conducts accreditation reviews of Canada’s fourteen Physiotherapist education programs. Postgraduate training is centred in the universities.

United Kingdom
The Chartered Society of Physiotherapists is described as the professional, educational and trade union body for the 51,000 chartered physiotherapists, students and support workers in the UK. Physiotherapists are required to be registered with the Health and Care Professions Council (HCPC), the UK’s regulator for health and care professionals. The HCPC requires CPD to be documented and has set standards for CPD.

The Society provides support to meet the HCPC requirements for CPD through an ePortfolio and providing access to a wide range of learning resources.
PART 2: OPTIONS FOR THE FUTURE

The first part of this review detailed the history of the College and the development and changes that have occurred since the College beginnings in 1989. It also looked at the context of the College including a survey of other health and non-health professional groups with respect to their regulation, membership and educational or training organisations. This second part of the review puts forward options for the College drawing on the information gathered in Part 1.

KEY STAKEHOLDERS

Firstly it is important to identify all the main groups that have a part to play or are potentially impacted by any changes put forward for the College. The review has identified the following stakeholders:

- New Zealand College of Physiotherapy
- Physiotherapy New Zealand
- Branches
- Special Interest Groups Physiotherapy Board of New Zealand
- Physiotherapists
- Public of New Zealand
- University of Otago
- AUT University
- Health Workforce New Zealand (HWNZ)
- Funders – ACC, Health Insurers, Ministry of Health
- Employers – DHBs and others

Each of these stakeholders has different interests, imperatives and perspectives with respect to the physiotherapy profession. The review has identified these and lists them briefly as:

- PNZ: Strong and growing membership. Public awareness, visibility and understanding of physiotherapy.
- Branches: Local/regional interests and networks.
- SIGs: Excellence in a particular area of physiotherapy. Pathway to career advancement with some having implemented variations of operating at a higher level of practice in a specific area.
- Physiotherapy Board: Competent and safe physiotherapists.
- Public: Access to competent and appropriately skilled physiotherapists.
- Physiotherapists: Secure well renumerated work, a career structure, to be valued and understood by the public.
- Employers: Value/competency/flexibility/quality.
- Funders: Single point of negotiation. As for public i.e. Access to competent and appropriately skilled physiotherapists.
- Universities: Students, both undergraduate and postgraduate, attracted to study & take their courses. Academic excellence and research.
- HWNZ: Efficient and competent health workforce matched to needs of population.
THE CHALLENGE

The challenge is to find an organisational framework that most closely aligns with interests, imperatives and perspectives of the stakeholders which also is relevant, viable and sustainable into the future. The issue of sustainability in terms of financial viability is key. A central question is as to whether the framework is made up from several different organisational structures dictated by the differing interests of stakeholders or whether a single organisational structure can meet these differing interests. Of the listed stakeholders three are groups that serve the interests of physiotherapists and only exist because the physiotherapy professional has created them. These are the College, Physiotherapy New Zealand and collectively the 12 Special Interest Groups. There could be 14 independent organisations however this is unlikely to be sustainable. It has to be noted however that at times it may have looked to an outsider that this was the case. Certainly the 2011 Annual Report of the College noted membership confusion around the role of the College and other groups.

Since the inception of the College in 1989, the College has maintained a separate identity.

REASONS FOR A SEPARATE COLLEGE

It is notable that over the more than 20 years that the College has existed there has been a recurring debate relating to the need for the College to have a separate identity from the Society. The reason for the need for this separation has not been articulated in any of the documentation that I have had access to. Perhaps the closest was a comment made in a letter to the Society from a member physiotherapist who in 2002 stated:

“The political arm of physiotherapy (the Society) needs to be separate from the academic arm (the College).”

The explanation for this separation most likely lies in the thinking of what constitutes a profession and the concept of professionalism. Professionalism is often thought of as being based on the principles of excellence, humanism, accountability and altruism. This last principle of altruism points to a professional putting the best interests of their patient before self-interest.

PNZ details on its website under “What We Do”:

“PNZ is the national membership organisation for physiotherapists and physiotherapy students. Every year we provide over 3,000 members with advocacy, education, information and services.”

This points to PNZ working in the interests of physiotherapists as would be expected of a membership organization. In their current strategic plan they also support ensuring the interests of their patients and hence the principle of altruism is not in question. However it is understandable that a case can be made for situations where the interests of the physiotherapist and their patients do not align.

The resolution of this potential conflict is often through the separation of membership organizations into those that clearly exist to represent the interests of their members (e.g. trade unions), from those that are serving a common interest of the patient e.g. health regulatory authorities. However it is clear that there are professions where this potential conflict is managed with the legal professional being a notable example with the New Zealand Law Society being both a membership organization and having the statutory powers of a regulatory authority. The accounting and engineering professions also manage this conflict.
FUTURE OPTIONS

With the above background in mind the review has identified four possible options for the future.

OPTION 1: STATUS QUO
This option would see the continuation of the current arrangement with the College having a separate identity with its own governance board and supported through a service level agreement with PNZ. This is the position that was arrived at in 2010 and presented to and supported at the special AGM of the College on 16th October 2010.

The finances of the College as detailed for the last two years show small surpluses and a small increase in accumulated funds. However it is probable that the size of contribution from PNZ to the College’s administration and functioning is undervalued in the accounts. An estimate made in 2010 put this at $17,000 per annum. This is in contrast with the administration and support expenses that are provided for in the 2012 accounts of $1220. It is likely that if this were to be fully costed in the accounts the College would be running at a significant loss.

However membership is also static and with 70% of College income coming from subscriptions and having significant fixed costs the College is very vulnerable to any decline in membership. The survey of College members in 2012 certainly had a number of responses that indicated that the member did not see any value in membership. This reflects the small amount of activity that the College is currently involved in.

OPTION 2: COLLEGE DISSOLVED (but limited functions undertaken by PNZ)
In this option the College would no longer remain as an incorporated society and would be wound up. There would be no governance costs required to sustain it as separate entity and some functions would be lost.

PNZ would continue with some of the wider aims of the College promoting and supporting quality CPD. Much of this PNZ already undertakes by supporting the branches and SIGs to achieve this aim. In this option PNZ would place a stronger emphasis on this but would not undertake the other functions that are undertaken by the College re e.g. accreditation of courses, reviewing physiotherapists to establish if they have achieved advanced practitioner status and examination of CPD log books against College criteria.

There would no longer a College, there would be no College members and PNZ would no longer be assisting the College with administrative resources.

This option would be the least expensive of the options but there would be the loss to the profession of Advance Practitioner Status. The profession has indicated in the discussions to date that with some modification this is something that they value as it provides an important step in a career framework.

OPTION 3: STAND ALONE ENTITY (supported and funded by SIG’s)
The College becomes a standalone identity run separately and independently of Physiotherapy New Zealand.

This possibility may be realistic if the current SIGs were to align and integrate and combine together to form the College. Some of the SIGs have resources and structures that mean they currently may be able to function independently. Arguably if there resources were to be pooled and combined into the College, the combined wealth, resources and membership numbers may make for a sustainable entity.

This concept echoes the original founding concept of the College where SIGs were destined to become “faculties” of the College. However while on paper this option has considerable merit it must...
be noted that this original vision of the College has never occurred and it appears doubtful that this would occur in the future as it would require complete support from all SIGs and the merging of their finances and processes in some manner.

**OPTION 4: INTEGRATION OF COLLEGE INTO PNZ**

This option differs from option 2 as the College name (or something similar) is retained as a part of the organisational structure of PNZ as are most of the College objectives. The College is the name for the academic arm of PNZ. During stakeholder consultation which was part of the initial review process this option had the greatest support from stakeholders (Appendix 1).

In this option the highest standards of education and clinical practice in all fields of physiotherapy would be under the guardianship of PNZ.

This is similar to the approach seen in Australia and other professional groups within New Zealand as noted in Part 1: Comparisons with other New Zealand professions. There would need to be a strong connection between the academic arm of PNZ and the SIGs. Links with the Universities and the Physiotherapy Board would also be important.

**Possible Governance Structure**

Integration would also look to change the governance structure of PNZ. There would need to be a specific structure within PNZ to provide for the functions that currently sit with the College. It is recommended that this structure be a standing committee of PNZ sitting alongside the current Finance, Ethics, Private Practice Advisory Group and the Scholarship Trust Fund Committees. It is suggested that the Committee be called the Academic Committee. In line with the original objectives of the College it is proposed that the SIGs form a key part of the new Academic Committee of PNZ with a view to enabling standardisation of approaches to recognition of post graduate qualifications and the awarding of advanced practitioner status and post nominals.

The Academic Committee of PNZ would be responsible for most of the current objectives of the College with the exception of those relating to the separate and incorporated College – membership, subscriptions, meetings, and Board – these functions would no longer be needed. The objectives of the College would become incorporated more explicitly into the wider objectives of PNZ. The Academic Committee of PNZ would be one of the most important parts of the structure of PNZ and thus attention needs to be paid to how the functions and the committee is constituted. Strong support for the SIGs would be important.

The functions of the Academic committee would cover most of the objectives of the current College including:

- Fostering, promoting and recognising the highest standards of education and practice in all fields of physiotherapy.
- Coordinating, providing and accrediting continuing education for physiotherapists
- Supporting a career pathway for the profession by providing a means of assessing and enhancing standards of physiotherapy practice including: support for new graduates, advanced practice role (setting the standard and evaluating against the standard, and providing input into specialisation.
- Providing and promoting a mechanism for physiotherapists to achieve recognition for participation in continuing education and postgraduate education.
- Conducting, providing, encouraging and supporting research related to physiotherapy.
- Supporting and working with SIGs to ensure the provision of CPD is both current and future oriented, that there is SIG integration where appropriate. There would also need to be some connection with the CPD provided by branches.

Ensuring that all these objectives can be managed will require a committee that is representative of all members of the profession (especially the SIGs).
It would also mean the addition of a full time employee for PNZ to ensure that the functions of the academic arm of PNZ can be realised.

Possible Funding Model
The current College model with a membership and revenue from membership fees would go. There would only be membership and the subscription fee payable to PNZ.

The loss of College membership fees may require membership fees for PNZ to be increased in the future to support the functions of the Academic Committee with the employment of one new staff member. The College services would be available to all members.

NEXT STEPS

To get to this point the draft Review document has been discussed and debated at meetings of the College Governance Board (August 2013), the National Executive of PNZ (August 2013) and at the PNZ Leadership Seminar (September 2013).

Discussion and debate centred on the four options set out in the Review with most opinion in favour of further developing the fourth option that provides for “Integration” of the College with PNZ.

This is an important consultation document and although there has been an indicative feedback from a few members to help form this document it is now timely to seek the feedback from the entire membership of PNZ (College and non-college members) as it impacts on everyone.

This document is comprehensive but it was felt that it is important to provide members with the full information to ensure you can make an informed decision.

CONSULTATION PROCESS

- Survey Consultation with College members February 28th 2014
- Survey consultation with all other PNZ members February 28th 2014
- Feedback and consultation with SIG’s - Dec 2013 February 28th 2014
- Seek the views of the Physiotherapy Board NZ February 28th 2014.

Once the preferred option is determined it will be essential to gain both employer and funder support and recognition including Health Workforce NZ, MoH, Australian Physiotherapy Association, and other significant regulatory bodies before the final option is agreed.

A more detailed implementation plan will then be developed, the nature of which will be dependent on the option selected.

CONSULTATION DOCUMENTS

All of the consultation documents, including the electronic survey where you can submit your feedback are available on the following page:

If you need further clarification on this document, or have any questions then please call Physiotherapy New Zealand or email: college@physiotherapy.org.nz

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