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FICS STRATEGIC PLAN
2025 - 2027

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V1.2	06/06/2018	FICS Strategic Plan Internal V1.2	Graeme Harrison-Brown
V1.0	28/08/2022	2022 – 2025 Strategic Plan	Spain Meeting of ExCo, EMT, Commission Chairs and NCSC rep
V1.3	18/10/2022	Adjustment from document sent from Commissions and SecGen	Trish Donoghue
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OVERVIEW

In 2018 FICS adopted an iterative process to developing its Strategic Vision, supporting strategies and guiding principles. On an ongoing basis, FICS ExCo, Executive and key volunteers will continue to keep fresh the strategic vision, plans, regulations and architecture to ensure they reflect the evolving needs of the organisation.

The 2025 – 2027 strategic plan continues to build on the organisational change process FICS embarked on in 2018. It provides a set of statements that describe what FICS is working towards in the short and medium terms and builds on our intent to become the voice of sport chiropractic globally. This will be achieved through a commitment to best practices and the mentoring and education of our members, so they are the best in the business.

Vision

The vision statement is the inspiration, the framework for an organisation's strategic planning and answers the question, "Where do we want to go and Why" This statement articulates our dreams and hopes for FICS. It reminds us of what we are trying to achieve.

“Every athlete deserves access to sports chiropractic”

Mission

The mission statement is a statement of the purpose of an organisation or its reason for existing. It should guide the organisation's actions, spell out its overall goal, provide a path, and guide decision-making. It provides "the framework or context within which its strategies are formulated."

“To empower athletes so they can achieve their optimal performance naturally”

FICS Will achieve our Vision and Mission through:

- Facilitating athlete's access to sports chiropractic which involves the care and prevention of athletic injuries to enable athletes to achieve their optimal performance.
- Being the international (recognised) voice and leader of the speciality of sports chiropractic.
- Working with other healthcare professionals, as part of a multi-disciplinary team to provide the highest quality care to athletes.
- Providing educational resources to facilitate a standard of care and access to current best practice, for sports chiropractors at international sporting events.
- Collaboration with other healthcare professionals who are experts in their field to provide multi-disciplinary educational.
- Working with stakeholders and special interest groups that are aligned to FICS core values.

Value Statement

The **Value Statement** is a declaration that informs our stakeholders and members about what our core principles are. It is used to create a positive image of the organisation and to help us achieve positive outcomes for our stakeholders.

“FICS is a global organization striving to offer the highest level of sports focused postgraduate education, ensuring that all athletes have equitable access to the highest quality chiropractic care through our volunteer network.”

Unique Selling Point

The **Unique Selling Points** is a statement which provides the opportunities for chiropractic as a profession and individuals to participate in the world of sports as core service for international, regional and national sporting events.

“The global leaders and experts in Sports Chiropractic”

5P Model

FICS will continue to follow the 5P model to improve the organisation and its operations. It will provide a focus for the people of the organisation.

- **PEOPLE** – Dedicated & accountable resources, appropriately skilled & measured.
- **PRODUCT** – Relevant products & services (when, where & which ones)
- **PROCESS** – Appropriate internal & client processes based on quality & review.
- **POSITION** – Value Proposition from customer/market research, branded, priced & marketed.
- **PARTNERSHIPS** – Identify and leverage “fit-for-purpose” alliances.

Aspirational Goals

Aspirational Goals are the desires and ambitions that challenge FICS to accomplish more than ever before. They identify the spirit driving the organization.

- Ensure all athletes in all sports have access to, when needed, the specialised skills of sports chiropractors, as part of their sport health care
- Promote excellence in postgraduate education and practice in sports chiropractic around the world
- Promote research in sports science and sports chiropractic
- Be recognised as the global representative of the Chiropractic profession in sport
- Establish National Chiropractic Sports Councils (NCSC) throughout the world
- Forge relationships with International Sports Organisations throughout the world
- Ensure the highest levels of professionalism are displayed by our members

Strategic Goals

1. ***Increase FICS total market share of sports chiropractors to 2% of all Chiropractors by 2030.***

RATIONAL: FICS currently has a reactive membership development program that is heavily reliant on the NCSC's. It also is not based on market sector analysis. By creating more specific targets and segmenting them regionally a plan can be developed to capture a broader membership base. FICS also needs to be providing more tangible member benefits to attract and retain members.

2. ***Secure IOC Medical Commission Relationship and official incorporation within the IOC COPS structure by 30 December 2029***

RATIONAL: IOC recognition aligns with FICS' goal of integrating chiropractic care into global sports events and enhancing athlete accessibility.

3. ***Secure IPC Medical Commission Relationship and official incorporation within the IPC COPS structure by 30 December 2030.***

RATIONAL: IPC recognition aligns with FICS' goal of integrating chiropractic care into global sports events and enhancing athlete accessibility.

4. ***Develop and Implement an ICSC Program with Master's/Fellowship Recognition by 2027 to advance FICS Global Leadership in Chiropractic and Sports Health Care Education.***

RATIONAL: It is essential to position the FICS education pathway as the pinnacle offering for international sports chiropractic. This will aid in driving growth in membership, development of our members to advance their proficiency as sports chiropractors, provide a collaboration pathway with other sports medicine and healthcare professions, aid in the

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development of partnerships with other institutions and organisations offering sports medicine education, will drive revenue creation, and is crucial for FICS to gain IOC recognition and position itself as a global leader in sports chiropractic education.

5. *Encourage the development of future sports chiropractors by partnering with five (5) new educational institutions by 2026.*

RATIONAL: FICS future is through its upcoming membership base and increasing our presence within educational institutions will support an engaged, enthusiastic and growing membership.

6. *Achieve a 20% increase in the number of volunteer chiropractors providing athletes with access to the highest quality of sports chiropractic by December 2028.*

RATIONAL: Every athlete deserves access to sports chiropractic at the field of play.

Monitoring and Evaluation

To be successful, all levels of FICS will work together to monitor and evaluate progress against the strategic outcomes throughout the year.

The ExCo, EMT and Commission Chairs will use the plan as a compass, not an inflexible blueprint for action, as it will need to be adjusted as the environment we work within changes.

Our measures include:

- Achievement of annual targets for each Strategic Goal and its associated objectives.
- Increase FICS membership numbers by 20% annually.
- FICS digital and communication strategies implemented and resulting in a total member satisfaction score of 80%.
- Increase in the level of engagement with FICS through our social media platforms.
- Positive growth in annual revenue that is 10% greater than the cost baseline.
- Growth in new opportunities and fulfilment of 90% of contracts for international sporting federations.

Organisational Structure

