



# Strategy

2020–2025

# Inhalt

Strategy 2020–2025	3
Vision	4
Make a difference for our patients and in the health care system	4
<b>1. Education and Growth (Dept. education/ext. comm./politics)</b>	4
1.1 Roadmap for education UZH/ Romandie/abroad	4
1.2 Recruitment/creating awareness among potential students	5
1.3 Further developing postgraduate education	5
<b>2. Secure position in healthcare (Dept. Inter-prof. Matters/Politics)</b>	6
2.1 Taking influence in political decision making	6
2.2 Maintaining a good position with health insurances	6
2.3 Maintaining a wide network with stakeholders	7
<b>3. Building trust among members (Dept. Int. Comm./Education/Politics)</b>	8
3.1 Conceptualising and living internal communication	8
3.2 Fostering continuing education and social interaction	8
3.3 Systematic exchange between internal sub-organisations	8
<b>4. Clarifying the role of our profession (Dept. Int. Comm./Inter-prof. Matters/Politics)</b>	10
4.1 Agreeing on an official “Swiss” definition of chiropractic	10
4.2 Defining the scope of practice	10
4.3 Maintaining active exchange with ECU and WFC	10
<b>5. Advance Evidence (Dept. research/int. comm.)</b>	11
5.1 Supporting/creating research opportunities	11
5.2 Collaborating with research department(s)	11
5.3 Fostering practice-based clinical research	11
<b>6. Creating new opportunities (Dept. E-health+Digitalisation/Inter-prof. Matters/Politics)</b>	12
6.1 Fostering inter-professional clinical settings	12
6.2 Facilitating new clinical practice models	12
6.3 Being prepared for digitalisation	12
<b>7. Communicating with one voice (Dept. Ext. Comm./Inter-prof. Matters/Politics)</b>	13
7.1 Defining stakeholders and relevant key messages	13
7.2 Conceptualising/professionalising external communication	13
7.3 Increasing communication output	13
<b>8. Strengthen organisation (Dept. finances/central office)</b>	14
8.1 Professionalising the central office	14
8.2 Stabilising financial basis/exploring external revenues	14
8.3 Improving and expanding member services	15

# Strategy 2020–2025



## Vision

Make a difference for our patients and in the health care system  
 Chiropractors are widely known as primary care providers.  
 Chiropractors can fulfill the growing demand and their role in the  
 Swiss health care system.

## Challenges

- SECURE OUR FUTURE
- CREATE UNITY
- DEVELOP PROFESSION
- APPEARANCE AND STRUCTURE

## Goals

1. Education and Growth
2. Secure position in healthcare
3. Build trust among members
4. Clarify role of your profession
5. Advance evidence
6. Create new opportunities
7. Communicate with one voice
8. Strengthen Organization

## Strategic measures

- 1.1 Roadmap for education UZH/Romandie/abroad
- 1.2 Recruitment/create awareness among potential students
- 1.3 Further develop postgraduate education
- 2.1 Take influence in political decision making
- 2.2 Maintain a good position with health insurances
- 2.3 Maintain a wide network with stakeholders
- 3.1 Conceptualize and live internal communication
- 3.2 Foster continuing education and social interaction
- 3.3 Systematic exchange between internal suborganisations
- 4.1 Agree on an official "Swiss" definition of chiropractic
- 4.2 Define scope of practice
- 4.3 Maintain active exchange with ECU and WFC
- 5.1 Support/create research opportunities
- 5.2 Collaborate with research department(s)
- 5.3 Foster practice based clinical research
- 6.1 Foster inter-professional clinical settings
- 6.2 Facilitate new clinical practice models
- 6.3 Be prepared for digitalization
- 7.1 Define stakeholders and relevant key messages
- 7.2 Conceptualize/professionalize external communication
- 7.3 Increase communication output
- 8.1 Professionalize central office
- 8.2 Stabilize financial basis/explore external revenues
- 8.3 Improve an expand member services

2025

# Vision

## Make a difference for our patients and in the health care system

Chiropractors are widely known as primary care providers. Chiropractors can fulfil the growing demand and their role in the Swiss health care system.

### 1. Education and Growth (Dept. education/ext. comm./politics)

To fulfil the public demand of chiropractic services, the number of chiropractors must grow considerably. This means the number of students has to be increased, more seats are needed, and the seats must be occupied.

The possibility to complete parts of the chiropractic education abroad (at educational institutions recognised by the EDI/DFI) must be maintained as long as too few students can be educated at Swiss educational institutions.

A full chiropractic education programme has to be established in the Romandie.

In order to keep chiropractors well educated, the postgraduate education needs to be kept abreast with changes in the health system and health care provision—particularly in the field of chiropractic.

The aim is to stay independent as organisation and profession with regard to undergraduate and postgraduate education and collaboration with other professions.

ChiroSuisse exerts its influence over the Swiss Academy of Chiropractic. The academy has to stay close to the needs of its members, to the health

system and to research and is ready for growing tasks and needs.

ChiroSuisse supports the foundation education "Stiftung für die Ausbildung von Chiropraktoren".

ChiroSuisse supports the foundation education «fondation pour la formation et la recherche en médecine chiropratique en Suisse Romande» .

ChiroSuisse supports the foundation academy "Stiftung Schweizerische Akademie für Chiropraktik".

#### 1.1 Roadmap for education UZH/ Romandie/abroad

##### 2020–2025

The demand for chiropractors in Switzerland is investigated and pinpointed (analogous OBSAN-report for medical doctors).

The education at the University of Zurich is supported. The collaboration aims at stabilising and securing this programme to guarantee a high-quality education of a large enough number of students to meet the growing demand of chiropractors in Switzerland.

Efforts are made to influence political decision makers to increase the number of seats for the curriculum in chiropractic medicine at the University of Zurich.

Facilitating the access for qualified students from abroad.

Every possible effort is made to establish a full chiropractic education programme in the Romandie.

### 2020

A roadmap for the future education of Swiss chiropractors is developed and adopted by the Executive Board.

The process to enter chiropractic studies in Switzerland is broadly communicated and facilitated.

Discussions with CHUV, the University of Lausanne and the Conseil d'État of the Canton Vaud (Département de la Jeunesse et de la Formation and Département de la santé et de l'action sociale) are intensified. The goal is to get the establishment of a chiropractic education programme at Uni Lausanne/CHUV into the next 5-year strategic planning (plan stratégique pluriannuel de l'Université de Lausanne 2022–2027) and the health department of the Canton Vaud (Exposé des motifs et projet de décret sur le plan stratégique pluriannuel de l'Université de Lausanne 2022–2027).

ChiroSuisse is involved in discussions with the stakeholders responsible for the succession of the key positions at the education programme at the University of Zurich (professor and heads of education and research) in order to facilitate an open and transparent process.

The succession of the key positions at the education programme at the University of Zurich (professor and heads of education and research) is secured.

ChiroSuisse is involved in finding a professor for the Lausanne programme, if and when this is going to become a reality.

ChiroSuisse carries out the Federal Exam on behalf of the Federal Office of Public Health.

## 1.2 Recruitment/creating awareness among potential students

### 2020–2025

Promotion activities for chiropractic studies are undertaken with high priority (e.g. ChiroRecruit).

Members are sensitised to the urgency of recruiting young members to the profession.

### 2020

The ChiroRecruit campaign is evaluated and if positive it will be continued. Adaptations to the recruitment strategy are made if required.

ChiroSuisse is present at several "Student Information Days (SIT)" with the new promotion material.

The list of colleges is adopted by the Federal Office of Public Health.

## 1.3 Further developing postgraduate education

### 2020–2025

The postgraduate programme is re-evaluated on a regular basis, to improve its quality and provide excellent quality postgraduate education for our assistants.

The process of re-accreditation of the postgraduate programme by the EDI/DFI is prepared and carried out in 2025 (seven years after accreditation in 2018).

The academy cooperates operationally and strategically with ChiroSuisse and the institutions for undergraduate and postgraduate education.

Regular meetings take place between the President/CEO/Head of Department "Education" and all stakeholders involved in education and postgraduate education.

Maintaining the position to carry out the Federal Exam.

Offering e-learning modules in digitalisation.

**2020**

The known products are continuously planned, held, evaluated and if needed improved. (basic module, module two, PG exam, radioprotection exam).

Carrying out the Federal Exam 2020.

A proposition for a successor of the president of the examining commission of the Federal exam is made.

Regular meetings take place between the director of the academy and the responsible for undergraduate education.

Regular meetings take place between the director of the academy and the president of the foundation academy.

## 2. Secure position in healthcare (Dept. Inter-prof. Matters/Politics)

Chiropractors are one of the five medical professions regulated in the law on medical professions. They are reimbursed by the mandatory basic health insurance. This privileged position is to be maintained by all means.

This is done by one of the main tasks of a professional organisation: taking influence on the professional as well as the political system. There are known means like lobbying and stakeholder-management that facilitate these tasks.

Monitoring: systematic recording of developments and health politics (legislation, politics); on national and cantonal level.

Chiropractors are known and recognised by the health insurers as primary care providers and specialists in the musculoskeletal field.

Providing evidence to health insurers and demonstrating the potential of cost-efficient care provided by chiropractors.

### 2.1 Taking influence in political decision making

**2020–2025**

Lobbying: Taking the greatest possible influence in being part of the political system. A lobbying (concept) is established, lobbying is lived. Live your individual political network.

Stakeholder-management: Making an overview over the key-players and association, reinforcing the constructive dialogue with stakeholders. A monitoring process is established.

ChiroSuisse is involved in all relevant consultation procedures.

**2020**

First contacts to lobbyists are established.

Political proposals are submitted.

A meeting with parliamentarians ("Parlamentarier-Anlass") as well as meetings (contacts) with individual politicians and political organisations are organised.

Consultation responses are written in the relevant topics.

Being part of the policy paper on physical activity and locomotor system (by Allianz Gesunde Schweiz); creating position papers for politics.

### 2.2 Maintaining a good position with health insurances

**2020–2025**

Evidence that chiropractors are among the best educated experts in the field of musculoskeletal health is communicated continuously.

Getting data from insurers on the services of the locomotor system.

Negotiations with health insurers are being held when needed. Meetings and negotiations are taking place in a confident and assured context.

Position papers and factsheets on cost efficiency are written and distributed among insurers.

Increasing awareness of importance of data collection and continuously providing members with performance data. (e.g. NewIndex, SASIS, on-going cost study, etc.)

#### 2020

Collecting performance data from as many members of ChiroSuisse as possible. (NewIndex)

Meeting insurers in order to inform them about the chiropractic profession.

Collecting data and performing studies on the efficiency of chiropractic services. (A specific project is initiated and developed in collaboration with Helsana).

Seeking opportunities (e.g. specific research projects in collaboration with insurance companies) to evaluate direct access to chiropractors for patients with HMO models.

Initiating a project to collect cost data of an average chiropractic clinic (on-going cost study).

### 2.3 Maintaining a wide network with stakeholders

#### 2020–2025

A stakeholder-management system is established and the contacts to the main stakeholders are lived on a regular basis.

Contacts to politicians are fostered and maintained on a national and cantonal level.

Contacts to inter-professional organisations are fostered and maintained.

#### 2020

The key partners are defined, contacts are fostered, a manageable system is established.

Contacts with the following organisations are maintained:

- blue professions
- liberal professions
- platform inter-professionality
- Allianz Gesunde Schweiz/Alliance pour la santé en Suisse
- Public Health Switzerland
- Rheumaliga/Ligue Suisse contre le rhumatisme
- others, if appropriate



### 3. Building trust among members (Dept. Int. Comm./Education/Politics)

As members of a liberal profession, members have the right to act according to their beliefs and experiences. Nevertheless, a powerful association needs to act as one player in order to be perceived as one group. There must be a vision to direct all energies in one direction.

This means ChiroSuisse has to align the strategic goals of the association with the visions of most of the members. The aim is to get everyone behind the board and its strategic goals.

Keeping all members well informed.

The continuing education programme contributes to sustaining and updating the competencies needed in daily practice. Quality control is carried out continuously.

General Assembly is usually held twice a year (at least once a year according to the statutes.)

#### 3.1 Conceptualising and living internal communication

##### 2020–2025

Creating a culture of trust and mutual respect within ChiroSuisse by communicating transparently and living true democratic values (e.g. openly announced elections for all vacant positions).

The members are being continuously informed about the political developments and the most important activities of the Executive Board.

Networking with the regions is maintained and further developed. The regional presidents have a close relation to the association. They receive regular information about the relevant activities of the Executive Board and know how to exert their influence.

##### 2020

A communication concept is developed and adopted by the Executive Board as an integral part of this strategy (see point 7)

Members are made aware of the different communication channels.

Defining and living an information process with products and channels (newsletter, e-mail, web, information bulletin to regional presidents, etc.)

Transparently recruit members for a variety of tasks such as: examiner, working groups, commissions, etc.

#### 3.2 Fostering continuing education and social interaction

##### 2020–2025

ChiroSuisse organizes continuing education events to contribute to the development of the individual competencies and fosters social interaction between the members.

Continuing education includes contents as: updating and refreshing techniques, competencies in diagnosis, treatment and research.

Providing members with opportunities to keep up to date with relevant research.

##### 2020

Planning, organising and holding the annual congress in Lugano.

Planning, holding and evaluating continuing professional development courses (CPD).

ChiroSuisse replaces its library with a member service for research updates.

Quality controls are carried out.

#### 3.3 Systematic exchange between internal sub-organisations

##### 2020–2025

Two regional representatives are members of the Executive Board and in charge of internal communication to ensure continuous exchange between regional associations and the Executive Board



The president and CEO visit regional groups regularly (at least once per election period)

Student members are listened to in decision making processes (no voting rights). Regular exchange takes place between the Swiss chiropractic students (SCS and abroad) and ChiroSuisse.

Assistants (with voting rights) are involved into future decision-making processes.

## **2020**

The regions are informed on a regular basis, shortly after the board meetings. The two heads of the department Internal Communication initiate the new concept of information exchange between the Executive Board and the presidents of the regional associations (see communication concept).

Two General Assemblies are organised and carried out.

Students are incorporated as new members in our association.

President and CEO visit regional groups.

Integration of junior staff into political work of the association (transparent micro jobs).

## 4. Clarifying the role of our profession (Dept. Int. Comm./Inter-prof. Matters/Politics)

Members have a common understanding of the role of our profession in the health care system. ChiroSuisse takes a lead in defining the general direction for the profession.

### 4.1 Agreeing on an official "Swiss" definition of chiropractic

#### 2020–2025

A common definition of chiropractic (Swiss version) is adopted by the General Assembly and lived by the members.

One definition of chiropractic is used in all communication materials.

#### 2020

Presenting a proposal of a definition of chiropractic (Swiss version) to the General Assembly to initiate a discussion (creating a taskforce to work on this topic).

Making an overview of the products (leaflets, prospects, website), prioritising them and defining a process for their revision.

Integrating and unifying the activities of the regions.

### 4.2 Defining the scope of practice

#### 2020–2025

The scope of practice of chiropractic is defined and adopted by the General Assembly.

The scope of practice of chiropractic can be communicated to external stakeholders

#### 2020

Working on a proposal of the scope of practice of chiropractic. That can be presented to the General Assembly later on to initiate a discussion (creating a taskforce to work on this topic).

### 4.3 Maintaining active exchange with ECU and WFC

#### 2020–2025

ChiroSuisse continues to foster its contacts to international chiropractic organisations (ECU, WFC) and contributes to the worldwide development of the profession in the direction of evidence-based care (in line with strategic plan WFC 2019–2022 and ECU strategy).

#### 2020

The two ECU GC-meetings are attended.

ChiroSuisse is involved in the strategic planning of the ECU (Priska Haueter).

## 5. Advance Evidence (Dept. research/int. comm.)

Research is one of the most important pillars of our evidence-based profession. It is in the interest of ChiroSuisse to foster an environment that facilitates the production of good quality research relevant to our profession. With an increased output of Swiss research related to chiropractic in scientific journals, ChiroSuisse contributes considerably to the growing international body of research.

### 5.1 Supporting/creating research opportunities

#### 2020–2025

Promoting and supporting research careers.

Defining relevant research topics for our profession.

Building and maintaining a pool of research topics/projects relevant to chiropractic clinicians.

Providing students with topics relevant to the profession for their master and doctoral thesis.

Setting a research agenda in collaboration with relevant stakeholders.

Getting involved in interprofessional projects (involving other disciplines).

#### 2020

Starting to work on a pool of research topics/projects relevant to chiropractic clinicians and establishing the routines for communicating these topics to the Balgrist research department.

### 5.2 Collaborating with research department(s)

#### 2020–2025

Regular meetings and operational exchange between the Head of Research and the relevant stakeholders (research unit at Balgrist, as well as other national and international research bodies)

Implementing research: How can we learn from the results? How can we take research into account in clinical practice?

#### 2020

Starting to establish a network with research institutes and relevant stakeholders

Discussing topics systematically at regular meetings with Balgrist's research department. Initiating routines for further collaboration.

Getting an overview of existing data.

Getting an overview of the research projects and data which are suitable to communicate.

### 5.3 Fostering practice-based clinical research

#### 2020–2025

Creating a roadmap for the contribution of ChiroSuisse to systematic practice-based clinical research.

Supporting and facilitating data collection and the establishment of a practice-based clinical research network.

Motivating members to participate in research projects and data collection.

#### 2020

Starting to work on the frame of a roadmap for the contribution of ChiroSuisse to systematic practice-based clinical research.

## 6. Creating new opportunities (Dept. E-health+Digitalisation/Inter-prof. Matters/Politics)

The world and the health care system are continuously changing. In order to stay vivid and connected with its environment, ChiroSuisse and its members have to develop.

The future generation of chiropractors will work in a different environment and in different clinical settings compared to the majority of the currently practising colleagues. The tendency goes towards multi-practitioner and interdisciplinary clinics. ChiroSuisse facilitates this transition and supports endeavours to create new future-oriented opportunities.

Digitalisation is one of the major developments in society. It will have a big impact on the health sector. Members of ChiroSuisse must be aware of the digitalisation process. They must be prepared for the changes in the health care system and take their influence in working groups. ChiroSuisse supports its members in the digitalisation process.

### 6.1 Fostering inter-professional clinical settings

#### 2020–2025

Supporting the creation of new hospital rotations where chiropractic assistants can work as chiropractors and profit from interdisciplinary work

#### 2020

The need of change and action is analysed. Change is initiated.

### 6.2 Facilitating new clinical practice models

#### 2020–2025

Strategic projects with chiropractors as primary care providers are carried out and scientifically monitored.

Internal regulations are adapted according to the changing prerequisites due to new practice models.

External requirements are analysed. If required, steps are taken to initiate change of the legal basis to practice chiropractic.

#### 2020

The need of change and action is analysed. Change is initiated.

### 6.3 Being prepared for digitalisation

#### 2020–2025

Digital communication: guidelines are developed

Members are educated about EPR (electronic patient records) and start using it

ChiroSuisse informs members about office software.

ChiroSuisse is involved in the nationwide process of digitalisation within the healthcare system.

Data protection: guidelines or recommendations are developed.

Being aware of new apps in telemedicine.

Being part of telmed providers (medgate, med-phone...), overview over algorithms, doing a presenting tour of chiropractic.

Members use modern communication means in daily work.

Digitalisation is embedded in continuing education.

A continuing education course or programme on digitalisation is provided

#### 2020

Evaluating the collaboration with HIN

Secured communication (e-mail; own account); ChiroSuisse gives advice and promotes products

Producing a leaflet of software providers for chiropractic practice software.

The head of department "E-health, Digitalisation" has a seat in relevant project groups.

A first draft of the guidelines is developed.

Information about the EPD is distributed among members.

Members are informed about the HIN collaboration.

ChiroSuisse communicates on a professional level, based on a defined concept. The communication is transparent, reliable and trustworthy.

The chiropractor's know-how in the neuro-musculoskeletal domain is known by the health professionals, the public and the patients.

ChiroSuisse communicates systematically to stakeholders (health organisations, administration, politics, board, members, regional groups).

When present in media or with clients, there is only one voice and a uniform visual appearance.

### 7.1 Defining stakeholders and relevant key messages

#### 2020–2025

Key messages are defined specifically for the different stakeholders

#### 2020

Stakeholder groups, sending groups, channels and products are defined.

The process of defining the key messages for the different stakeholders is initiated.

The definition of chiropractic and positions on health topics are revised.

### 7.2 Conceptualising/professionalising external communication

#### 2020–2025

Existing products (spine day, Flyer, Rückenlexikon, micro jobs, etc.) are evaluated and, if judged as valuable, promoted systematically.

Websites (ChiroSuisse, Academy ChiroSuisse, ChiroRecruit) are unified.

ProChiropractic Switzerland (PCS) and ChiroSuisse support each other.

#### 2020

A communication concept is developed and adopted by the Executive Board. It is communicated to the members. The roles of and the interfaces with other stakeholders (media agencies, head of departments Int./Ext. Communication, etc.) are defined. Members know where to get what information.

The products of ChiroSuisse are evaluated

CI/CD process is initiated

### 7.3 Increasing communication output

#### 2020–2025

The defined key messages are communicated systematically and specifically to the defined stakeholders.

#### 2020

Publishing articles on Chiropractic in medias.

Marketing and media release for the spine day.

Media training for the media pool of ChiroSuisse.

## 8. Strengthen organisation (Dept. finances/central office)

In order to carry out the above-mentioned tasks, the work of an active board and a professional central office is needed. This means a clear leadership, a transparent organisation and a systematic controlling process is required to get motivated and qualified staff. The structures and workflows in the central office are professionalised on all levels and coordinated with the work of the Executive Board.

For the execution of all the tasks and projects, a solid financial basis is needed. That's why the financial funding of the association has to be fostered.

### 8.1 Professionalising the central office

#### 2020–2025

On the basis of the tasks in the strategy, the central office supports the board and commissions and carries out all the mentioned activities.

This means ChiroSuisse runs a central office which responds to all member demands. The central office plans, organises and prepares eight board meetings a year, two general assemblies and the continuing education congress.

In order to do this in an efficient way, the IT infrastructure has to be evaluated and developed further and the internal processes and workflows have to be defined.

ChiroSuisse gathers feedback from the members (conducts assessments and surveys) in order to stay close to its members and to improve its services.

Rules and regulations are revised if the need arises.

The central office has to be organised to answer the demands of the members.

#### 2020

Planning, organising and preparing eight board meetings a year

Member data are revised and supplemented (age distribution, kind of practice, etc.)

Statistics on expected developments are kept up to date (Student numbers, etc.)

Planning, structures and processes are homogenised (e.g. multi-annual planning, adopted by General Assembly)

Responsibilities for the different tasks are assigned.

Performance reviews with central office staff are done, development measures are agreed on.

Key processes are defined e.g. election processes

### 8.2 Stabilising financial basis/exploring external revenues

In the last year, the financial result has seriously strained the financial reserves of the association. In order to control the funds and the spending, the income and expenses have to be evaluated.

Finances and accounting have to be modernised (e.g. electronic member fees)

New income sources have to be found for different projects and tasks.

#### 2020–2025

Receiving governmental support for the financing of the education

Establishing the systematic financing of the post-graduate education by the cantons.

Investment strategies of funds are coordinated and optimised.

Decreasing costs, increasing income of funds, facilitating daily business

Simplifying the settlement of the assistants' costs to the principals

Evaluating the member fee process

Finding finances for research projects, e.g. Nationalfonds

Finding sponsoring by insurances -> cost effectiveness

## **2020**

Investigating several paths and clarifying procedures to receive funding for different projects and tasks

Cantons pay their contribution to the postgraduate education (basis "Empfehlung GDK")

Adopting an investment strategy

Opting for one financial institute and reducing the number of accounts.

Delivering the annual account to General Assembly.

Providing the Executive Board with a half-year report in summer and a forecast in the third quarter of the year.

## **8.3 Improving and expanding member services**

Although members did not voice major concerns regarding member services at the recently conducted survey, legal advice and other services were mentioned.

### **2020–2025**

Member surveys are conducted at regular intervals.

Continuous updating of member data.

## **2020**

Legal advice is evaluated as wished in the member survey.

Completion of member data and statistics of future members.

Updating the member list (white list).

Developing the student membership.



ChiroSuisse  
Swiss Association of Chiropractors  
Sulgenauweg 38  
CH-3007 Bern  
+41 31 371 03 01  
[www.chirosuisse.ch](http://www.chirosuisse.ch)

