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**ACAPT Task Force to Identify Means for**

**Building a Sufficient Workforce in Physical Therapy**

**Purpose:** The purpose of this Task Force is to develop the framework that clarifies what creates a physical therapist workforce surplus.

The presence of a workforce surplus in the Doctor of Physical Therapy workforce can vary over time and across different regions. Workforce dynamics are influenced by several factors, including changes in healthcare needs, government policies, advancements in technology, and shifts in the job market. A workforce surplus may occur when the number of DPT graduates exceeds the demand for physical therapist positions within the field.

**Objectives:** To achieve its purpose, the Task Force will:

* Review recent sources of information such as labor reports, workforce studies, or data from physical therapy associations to gain insights into job market trends, graduate employment rates, and clinical and faculty positions' availability.
* Determine the best national and regional metrics to be used based on the most current information and appropriate resources.
* Define potential influences that create a surplus or deficiency in the workforce now and in the future.
* Literature Review: Conduct a thorough review of existing literature, research papers, reports, and articles related to physical therapy workforce surplus. This will help us understand the current state of knowledge, identify any existing frameworks or models, determine geographical distribution of physical therapists, and determine gaps in the research.
* Data Collection: Gather data from various sources to assess the current supply and demand of physical therapist positions. Key data sources may include:
  + Government agencies: Look for data from labor departments, education departments, and health workforce planning bodies.
  + Academic institutions: Gather data from universities, colleges, and physical therapy schools to understand enrollment rates, graduate numbers, and job placement rates.
  + Professional associations: Collaborate with physical therapy associations that may have relevant data on workforce trends and shortages.
  + Surveys and interviews: Conduct surveys or interviews with academic institutions, employers, and recent graduates to gather qualitative insights.
* Data Analysis: Analyze the collected data to identify trends, patterns, and potential factors contributing to the workforce surplus. Utilize statistical tools, such as regression analysis or data visualization, to better understand the relationships between various variables.
* Stakeholder Engagement: Engage with key stakeholders, including academic institutions, educators, students, healthcare providers, community leaders, and policymakers. Seek their perspectives on the factors influencing workforce surplus in academic physical therapy.
* Identify Contributing Factors: Based on the data analysis and stakeholder input, identify the factors that contribute to the workforce surplus in physical therapy. These factors may include changes in the job market, shifts in healthcare needs, curriculum changes, accreditation provisions, or graduate preferences.
* Framework Development: Organize the identified factors into a coherent framework that illustrates the relationship between the surplus and its contributing elements. The framework should be logical, clear, and based on evidence. It may involve a cause-and-effect approach, highlighting how specific factors lead to a workforce surplus.
* Validation and Review: Share the framework with experts and stakeholders for feedback and validation. Ensure that the framework aligns with the reality of the situation and accurately represents the complexities of the workforce surplus.
* The task force is committed to ensuring that its work will be rooted in principles of diversity, equity, and inclusion. By integrating DEI considerations into our work, we aim to address systemic disparities, remove barriers, and foster an environment where all individuals, regardless of their background, have equal access to opportunities and representation within the field of physical therapy.

**Outcomes:** By following the above objectives, and any others discovered, this Task Force will create standardized resources for the use by all institutions, which shall include:

* provide a current analysis of the workforce in physical therapist workforce.
* define the metrics to be used and the recommended frequency for conducting such studies in the future.
* identify recommendations for confronting current/future workforce challenges in physical therapy.
* Policy Recommendations: Based on the framework, develop policy recommendations that could help address the workforce surplus in DPT graduates.
* Dissemination: Publish the findings, framework, and policy recommendations in relevant journals, conferences, or reports. Share information with policymakers, educators, and relevant organizations to facilitate informed decision-making.

**Composition:** The Task Force shall not exceed 10 people. The Task Force will seek to have:

* Representatives from large and small institutions.
* Representatives from research-intensive institutions.
* Representatives who can show direct experience implementing justice, equity, diversity and inclusion initiatives.
* Representatives of gender diverse groups
* Equal representation of academicians and clinicians.
* Representation from diverse geographic and practice settings.
* The Chair’s primary responsibility will be to ensure the Task Force is meeting its charge as outlined in this document and within the timeline defined. The Chair will meet quarterly with the Institute Chair and Vice Chair, providing written progress reports on the work of the Task Force.
* The Vice Chair’s will be to serve as the secretary of the Task Force whose responsibilities include polling for meetings, developing the agenda with the Chair, circulating minutes to Task Force members, staff and the Institute Chair and Vice Chair, and delivering all documents and work products to ACAPT for archiving.
* To ensure diverse engagement and equitable opportunities, no person serving on the Task Force may be serving on another of ACAPT’s volunteer leadership groups unless permission is sought and granted in advance by the Board of Directors.

The Task Forces are accountable to their Institute Chair and Vice Chair, who are accountable to the ACAPT Board of Directors.

All who are appointed to the Task Force will receive a letter acknowledging their appointment that may support promotion and/or tenure.

**Guiding Principles:**

The Task Force members will:

* Acknowledge that the adoption of any recommendations for the Board of Directors requires a majority vote of the Task Force members.
* Address issues within the timeline established
* Affirm that you have no conflict of interest by serving on the Task Force and will act in the best interests of ACAPT and those stakeholders impacted by the work and recommendations of the Task Force
* Be mindful to construct recommendations that do not cause harm to other stakeholder organizations or their members.
* Commit to active and consistent engagement throughout the existence of the Task Force.
* Contribute to the work that may include research, writing, meeting with others, etc.
* Disengage from any commercial interests
* Endeavor to work toward a positive impact for all parties involved
* Focus evaluations and suggestions solely on programmatic membership and not individual membership
* Hold a neutral perspective, setting aside any preconceived positions or opinions, and consider opinions and concerns of others with an open mind
* Involve multiple key invested parties in academic physical therapy and not the proprietary interests of one practice area segment, institution, clinic, or other organization
* Keep confidential the audio recordings, transcription, notes and any personal information obtained from the NEDIC Summit or from any of the work of the Task Force.
* Pledge to actively listen, approach discussions with curiosity, openly ask questions to honestly seek clarification and understanding, speak with respect.
* Strive to address issues within established timelines.
* Vow to maintain the confidentiality of all privileged or sensitive discussions and information, as well as the privacy rights of individuals participating in the Task Force or engaged by the Task Force.
* Understand your fiduciary responsibilities to ACAPT and its members:

**Duty of Care:**  
This duty requires all who work for, volunteer, and/or represent ACAPT to exercise ordinary and reasonable care in the performance of their duties, exhibiting honesty, and good faith. All must act in a manner which they believe to be in the best interests of the association, and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.

**Duty of Loyalty:**  
This is a duty of faithfulness to the organization. This means that all who work for, volunteer, and/or represent ACAPT must give undivided allegiance to the organization when making decisions affecting the organization. In other words, all who work, volunteer, and/or represent ACAPT cannot put personal interests above the interests of the organization. All who work for, volunteer, and/or represent ACAPT should be careful to disclose even potential conflicts of interest to the board of directors and should recuse themselves from deliberation and voting on matters in which they have personal interests.

**Duty of Obedience:**  
This duty requires all who work for, volunteer, and/or represent ACAPT to act in accordance with the organization's articles of incorporation, bylaws, and other governing documents, as well as all applicable laws and regulations.

**Resources:**

The following resources will be provided to the Task Force:

* Use of ACAPT Qualtrics account to conduct stakeholder surveys, and in accordance with ACAPT’s policies and procedures for survey and data collection. (surveys to be approved by ACAPT’s Center for Excellence Data Advisory Committee to ensure coordination and avoidance of redundant data collection by other ACAPT leadership groups).
* Use of a dedicated *Basecamp* project management space within which to conduct online discussions, share documents, schedule meetings, and more.
* Support from ACAPT staff and the ACAPT Board of Directors.
* Other resources may be made available upon request and evaluation by the Board and Executive Director.
* A budget determined by the Board of Directors to support the work.

**Timeline:**

Task force members will meet or communicate at least monthly via conference calls and emails to review tasks completed and next steps to meet project milestones.

Task force members may meet at CSM in person or virtually. The budget will determine if/what resources are available to support such a meeting.

The Institute Chair and Vice Chair will conduct a virtual meeting quarterly with all task force chairs and vice chairs within that Institute to evaluate progress on their charge and to address any barriers or potential changes needed to their charge in response to changes in the profession.

The task force will submit information to the Institute Chair and Vice Chair that may reflect their activity during the year and reported in ACAPT’s annual report, which is created in August and disseminated to members electronically in September.

Task forces should be prepared to discuss their activity with ACAPT members at ELC during a networking event created for the Institute.

Task forces are expected to conclude their work by December of the calendar year in which they were created.

If a task force needs more time than the calendar year for which they were created, the Chair of the task force will notify the Institute Chair. Together, they will evaluate what is causing the delay, evaluate if there are new circumstances informing the work not previously identified, and if there are additional resources needed. If the need for additional time is determined necessary by the Institute Chair, they will submit a request to the Board for an extension, to include how that may impact resources. The Board will make an assessment based on the charge, needed outcomes, and resources available and either extend the work for a limited time, expand the size of the task force to increase productivity to meet the charge and timeline, or disband the task force.

The final work product(s) will reside on ACAPT’s website and shall be an ACAPT product.

**About ACAPT’s Institutes:**

ACAPT’s vision is to create a shared culture of excellence to improve societal health. It’s mission is for member institutions to be champions of innovation, inclusion, and inquiry in academic physical therapy, which stems from the [Criteria of Excellence](https://acapt.org/docs/default-source/default-document-library/criteria-of-excellence-final.pdf?sfvrsn=907589d8_4), and the framework by which an institution may aspire to such excellence.

ACAPT’s organizational structure is designed to integrate these criteria into the day-to-day operations, governance, mission, and vision. To achieve this, the Board has established four Institutes:

**The Institute for Academic Advancement** to support and promote characteristics that reflect an intentional pursuit of excellence within the academic program or clinical sites. This Institute will encourage institutional programmatic development; foster leadership excellence; advance diversity, equity, and inclusion; and facilitate programmatic innovation.

**The Institute for Teaching and Learning** to support and promote curricular attributes that ensure outcomes of educational excellence. This Institute will help to encourage institutional educational excellence; foster curricular innovation; advance educational technology; and integrate professional formation.

**The Institute for Scholarly Inquiry** to cultivate a culture of scholarship and research and ongoing assessment of outcomes in academic programs. This Institute will support scientific research to grow the profession; encourage implementation of discoveries into practice and education; develop best practices for scientific, educational, and community-based research; cultivate research leadership and bolster educational preparation through research outcomes.

**The Institute for Community Engagement** to support and promote community and stakeholder engagement in the shared pursuit of excellence. This Institute will promote institutional educational partnerships; engage in societal health and wellness; and enhance engagement across healthcare disciplines.

These four Institutes are supported by the [**Center for Excellence in Academic Physical Therapy**](https://acapt.org/resources/excellence), established for the purpose of creating a culture of excellence and assessment for academic physical therapy through trustworthy and transparent data management and analysis.

**Should you apply to this Task Force, you will be required to consent to the following ACAPT policies and guidelines:**

**Confidentiality, CONFLICTS OF INTEREST,**

**Noncompetition, and Copyright Assignment**

As a member of the American Council of Academic Physical Therapy (“ACAPT”) Board of Directors (the “Board”), committee, task force, and/or any other leadership group of ACAPT, you may be exposed to certain confidential information related to ACAPT and its programs. We cannot emphasize too strongly how important it is that this information be kept confidential and not disclosed at any time nor under any circumstance, other than as directed by the Board or ACAPT Executive Director.

Therefore, as a condition of your being elected or appointed to and serving on the Board or any of ACAPT’s volunteer leadership groups (e.g., Committee, task force, panel, etc.) and in recognition of the importance of ACAPT programs or activities, you agree to the following:

1. You will not disclose or cause to be disclosed to anyone outside of the Board or any of ACAPT’s volunteer leadership groups any confidential information related to ACAPT and its programs or activities, specifically including but not limited to, documents, member contact information, passwords, and other related information;
2. You will keep all such confidential information in a safe and secure place, such as a password-protected file, and will take all reasonable steps to protect against inadvertent disclosure or theft of the information;
3. Upon expiration of your term on the Board or any of ACAPT’s volunteer leadership groups you will promptly return to the ACAPT Executive Director or designated ACAPT staff person the confidential information that you have been sent or acquired in relation to the ACAPT program or activity. If publication is in process, you will return confidential information following publication;
4. You will fully disclose any actual or potential conflicts of interest of which you are aware or become aware that could conflict with your duty of loyalty to ACAPT, its programs or activities, and will avoid all such conflicts of interest that could be detrimental to ACAPT;
5. In case of any such conflict, you shall refrain from participating in the decision, present during deliberations and/or discussion prior to the making of the decision;
6. You will not use any of the confidential information described above, or any other information derived from your service on the Board or any of ACAPT’s volunteer leadership groups in any way to the competitive harm or other detriment of ACAPT;
7. You agree that all material and/or information in any manner created, conceived or modified in whole or in part by you relating to your service (the “Work”) shall be a “work made for hire,” and that ACAPT, as the organization for which the Work is prepared, shall own all right, title and interest in and to the Work, including the entire and exclusive copyrights and patents in the Work and all rights associated with the copyrights and patents, including but not limited to, reproduction rights, distribution rights, the right to prepare translations and other derivative works, moral rights, and rights to the Works in all formats and media. You assign, and hereby do assign, to ACAPT, on your own behalf and on behalf of your employer (if applicable), all right, title and interest in and to the Work; and
8. You shall not have any authority or right to distribute, publish, copy the Word, or create information or material derived from the Work without the written permission of ACAPT, which may be withheld for any reason.

**ACAPT’s Antitrust Compliance Guidelines**

**Introduction**

The antitrust laws are designed to insure that business is conducted in an open, competitive atmosphere and that competition is not unreasonably or unfairly restricted. These laws prohibit any agreement, combination, or conspiracy that may result in an unreasonable restraint of trade or an injury to competition. There are two antitrust statutes which are of principal concern to individuals and firms who take part in non-profit organizational activities: the Sherman Act and the Federal Trade Commission Act. These laws prohibit contracts, combinations, and conspiracies in restraint of trade.

**Background**

Certain kinds of conduct are exclusively presumed to be unreasonable and therefore unlawful. Such conduct, which is considered to be unlawful per se, consists of certain practices which clearly restrain competition and have no other redeeming benefits. Examples of such practices include:

* Agreements to fix prices, including agreements on the terms and conditions which affect the price of a product or service;
* Agreements to control markets or limit the production of a product or service;
* Agreements to engage in a group boycott or a refusal to deal with certain competitors, suppliers, insurers or patients;
* Agreements to allocate or divide markets.

The basic principle to be followed in avoiding antitrust violations in connection with organization activity is: to see that no illegal agreements, expressed or implied, are reached or carried out through the organization. Members should also avoid engaging in conduct which may give the appearance of an unlawful agreement. As a result, strict compliance with the antitrust laws is essential to safeguard against possible anti-competitive actions that could result in substantial costs and damages.

**Guidelines for Compliance**

Meetings are a normal, legitimate function of associations. However, because association meetings bring together competitors, they must be conducted with a view toward future antitrust scrutiny. To avoid possible liability under the antitrust laws, the following broad topics should not be discussed in a meeting:

DO NOT…

* Discuss prices, fees or rates, or features that can impact (raise, lower or stabilize) prices such as discounts, costs, terms and condition of sale, warranties or profit margins.  Note that price fixing may be inferred by involvement in price related discussions – whether or not an agreement was made among competitors.
* Share information regarding current or future prices or fees for products or services because such actions can have a substantial impact on price and therefore be deemed price fixing. This includes not sharing prices that members pay for products or charge for services whether actual prices, averages or ranges. Sharing of prices that have been made available publicly in literature, government prices, or that have been made available on websites are permitted.
* Discuss refraining from selling products or services and do not discuss customers or groups of customers to which certain products and services are not to be sold or provided.
* Discuss boycotting or refusing to deal with certain competitors, insurers, suppliers, patients, or groups of suppliers or patients.
* Discuss allocating territories or markets in which products and services can be sold.
* Discuss costs, inventories, product capacities, profits, profit margins, market studies or surveys, market shares, or other current or future business matters which may affect competition.

DO…

* Understand the purpose and authority of each group or meeting in which you participate.
* Ensure that staff sends out all correspondence and that officers, directors, committee members, or other members do not hold themselves out as speaking or acting with the authority when they do not, in fact, have such authority.
* Adhere to prepared agendas for all meetings and object any time meeting minutes do not actually reflect the matters which transpire.
* Ensure that if questions arise about the legal aspects or your individual responsibilities under the antitrust laws, you seek advice and counsel from your own counsel or from the staff and counsel of ACAPT.
* Leave any meeting (formal or informal) where improper discussions are held that might border on antitrust violations. Tell everyone why you are leaving.
* If you believe a discussion or action may violate the antitrust laws, speak up to say the discussion of that topic should end until legal counsel is consulted. If the discussion does not end until counsel is consulted, leave the meeting and contact counsel.