

# **CPA STRATEGIC DIRECTIONS FOR BOARD PORTFOLIOS**

**2008/2013**

## **Mission and Objectives**

The mission of the Canadian Psychological Association (CPA) is to advance and promote psychology for the benefit of all. The mission encompasses four objectives to:

- 1) improve the health and welfare of all Canadians,
- 2) promote excellence and innovation in psychological research, education, and practice,
- 3) promote the advancement, development, dissemination and application of psychological knowledge, and
- 4) provide high quality services to members of the Association.

## **The Context**

CPA was founded in 1939 as the national organization representing Canadian psychology domestically and internationally. The Association is organized around three pillars: science, education and training, and practice. CPA works closely with other associations, organizations and governments and interacts with the public and the media.

The science and practice of psychology have become an important force in Canada. Psychology makes significant contributions to the health and well-being of Canadian individuals, families, and society. Canadians are interested in psychological knowledge and apply it on a daily basis to improve and enrich their lives. Psychology has become a “household word” as Canadians recognize that psychological principles are core to understanding a wide number of social and interpersonal circumstances. Psychological research covers an ever expanding range of topics. Psychological services are in demand in diverse settings (e.g., schools and universities, businesses, prisons, hospitals, private practices, government agencies, non-profit organizations). Major issues facing Canadians and Canadian society often depend in all or in part on psychologically-based factors and solutions.

## **The Planning Process**

To meet its mission, objectives and responsibilities, it is important for CPA to have clear goals and strategies. Having adopted a policy model of governance, the Association has engaged in annual and long-term planning since 1995. In 2007, the CPA Board of Directors (the Board) struck an Ad-Hoc Planning Coordinating Committee and asked Board members to provide the Committee with suggested goals for their assigned Board portfolios. The goal of this undertaking was to develop a five year plan that is evergreen (i.e., adaptable to changing circumstances). The Ad-Hoc Committee developed a draft plan for the Board's consideration at the June, 2006 Board meeting. The plan was revised during the fall of 2006. Email-based discussion of the plan by the Board of Directors took place in May, 2007.

The Draft Plan was placed on the CPA web site in July, 2007 for consultation with the CPA membership, committees, sections and staff. The web-based consultation concluded on August 31<sup>st</sup>, 2007. Changes based on the consultation results were incorporated into a revised Plan that was presented and discussed by Board members during their Fall 2007 meeting. At that time, the Board approved the Plan with minor revisions and the Plan was posted on the CPA website in December 2007.

## **THE PLAN**

### **Organization**

#### **Governance and Administration**

As is the case for any association, CPA is its members. Accordingly, the lifeblood of the association is recruitment and retention of members through the provision of valued services. To accomplish this, it is crucial that the governance structure of the organization is strong, that the relationships among the parts of the Association function smoothly, and that the Association's staff effectively supports CPA's goals and activities.

The Board of Directors is given the responsibility by the membership to set policy that guides the organization. It is crucial that the Association has a wise and dedicated elected leadership. The Association benefits from an open system of elections in which a steady flow of new individuals become officers. It also benefits from staggered Board terms which ensure the presence of experienced officers who bring an organizational memory and understanding of the many parts the association to governance decisions.

Synergy between the voluntary energies of members and the commitment of the Association's staff is essential to the Association's well-being. The Association follows a policy governance model which separates issues of organizational purpose (ends) from all other organizational issues (means), placing primary importance on the ends. The staff are charged with the responsibility of supporting the implementation of the strategic plan in order to accomplish the Association's ends.

The following recommendations are designed to further strengthen the governance aspects of the Association.

#### *Recommendations*

1. Identify strategies that build upon the collaborative relationships with and between CPA committees and sections to improve efficiency, cooperation and mutual activities that further the aims and interests of the sections, the association and the membership.
2. Articulate the relationships among sections, governance and staff with the goal of ensuring member representation in CPA activity across decision-making, policy, advocacy, and representation.
3. Improve communications with members. For example, the CPA website will be updated daily in order to ensure that all information is current.

4. Encourage nominations for the Presidency and each Board seat to try to ensure elections as opposed to acclamations.
5. Review the policy of having members on the Board representing other organizations and consider developing mechanisms that allow these constituencies and interests to be represented on the Board by officers elected from within the Association.
6. Revisit the organizational structure to facilitate the dedication of governance, committees and staff to each of the three CPA pillars of science, education and training, and practice.

## **Finance**

The financial stability of the organization is paramount. The Board has set a number of financial policies that help to ensure the continued financial viability of CPA. The following recommendations will further strengthen the Association's financial base.

### *Recommendations*

1. Increase non-dues sources of revenue thereby reducing the Association's dependence on member dues. Consider non-dues revenue activities such as a donor program and book publishing.
2. Increase the Association's equity in order to fund annual activities from the return on investment. This can be accomplished in part by finding new and non membership dues revenues. A CPA activity of cardinal value to the membership is advocacy for the science and practice of psychology.
3. Increase the Association's equity to a level that at least equals one year of operating expenses.

## **Membership**

### **Recruitment and Retention**

CPA represents a significant proportion of Canadian psychologists across the broad spectrum of psychology. The Association has a membership of over 6,000 of whom 4,375 are Members (masters and doctoral degree holders) and 1,643 are Student Affiliate Members (senior undergraduate and graduate students). Approximately 5,500 are Anglophone and 500 Francophone. There are 170 Retired Members.

CPA is Canada's oldest, largest and most representative psychological association. There are a substantial number of Canadian psychologists, psychological associates and psychology trainees who are not members of the Association. As an organization that represents all of Canadian psychology, CPA aspires to substantially increase, over the next five years, its number of members. Membership has been growing steadily over the past decade. A larger membership base further strengthens the voice of Canadian psychology both within Canada and abroad. By increasing its membership, the Association will become more effective in advancing psychology for all. CPA is the national voice of psychology and the organization called upon by government and other professional partner groups. All psychologists, psychological associates, and students of psychology benefit from the advocacy in which CPA is engaged and from the voice we present.

A serious issue for large umbrella organizations such as CPA is the increasing attractiveness of smaller, more specialized organizations. As the field moves toward greater specialization, CPA members are challenged to maintain their loyalty to a national Canadian organization in the face of national and international organizations with specialized areas of interest. In addition, for practitioners, provincial/territorial registration is mandatory, malpractice insurance costs two to three hundred of dollars annually, and they are asked to join both their provincial/territorial and national associations. It behoves CPA to find new ways of meeting the needs of all Canadian psychologists and encouraging mutually beneficial multiple memberships.

### *Recommendations*

1. Enhance the number of CPA memberships among undergraduate students. It appears that many undergraduate students join primarily when they wish to present a poster during the CPA convention.
  - a. Target activities that facilitate the study of psychology (e.g. sessions and workshops on applying to graduate school and applying for funding).
  - b. Highlight membership and convention participation benefits for students (e.g. these summarized in a poster mailed to all Canadian academic psychology departments on an annual basis and available on the CPA website).
  - c. Ensure that undergraduate and graduate psychology students are represented in CPA and are supported by faculty for doing so (e.g. through representatives designated at each Canadian department of psychology).
2. Develop programmes to enhance membership.

3. Explore programmes to retain student members once they graduate. .
4. Explore the range of benefits and services that can be offered as a condition of membership.
5. Solicit and explore the needs for services and support identified by members (e.g. activities and service which support wellness among psychologists).
6. Continue to explore possible partnerships with companies (e.g., Air Canada, WestJet) that expand member benefits.
7. Explore creating a low-cost International Affiliates category for psychologists who live outside of Canada.
8. Encourage CPA Board members, committee members, and section executive committee members to actively recruit CPA members within their departments, networks, places of work and areas of specialization.
9. Encourage psychologists in underrepresented areas of psychology in CPA to become CPA members. These groups include, for example, students, brain and cognitive scientists, Francophones, practitioners in general (public and private), and developmental scientists and practitioners. This can be accomplished by:
  - a. Including more content in the convention program relevant to specific subgroups (e.g., new fellows who will be attending the convention could be invited to present during the convention).
  - b. Surveying subgroups to determine the type of membership services that would make them more inclined to join CPA and to attend its conventions.
  - c. Ensuring broader representation from underrepresented subgroups in CPA through the election of individuals to designated seats on the Board of Directors.
10. Increase membership numbers within the province of Quebec where CPA is underrepresented by:
  - a. Increase the number of CPA Student Campus Representatives in Quebec psychology departments to disseminate the benefits of membership among francophone students and colleagues

- b. Developing convention activities that meet the needs of Francophone members (e.g. convening French sessions at future conventions).
11. Encourage provincial/territorial associations of psychology to assist with distributing information concerning the benefits of CPA membership.
12. Send a letter from the President to members who do not renew their CPA membership inviting them to rejoin.
13. Consider adding and promoting new services for members (e.g. convention sessions for early career psychologists).
14. Increase the recognition of the key areas of specialization within psychology by providing members and sections with increased numbers of services that support and strengthen the synergies between members' identification with sub-areas and the vitality of the Canadian Psychological Association as a whole.

## **Ethics and Standards**

### **Ethical Codes and Standards of Conduct**

Ethical behaviour and high standards of conduct and practice are of paramount importance to the science, education and training, and practice of psychology. They apply to interactions with colleagues, clients, human and animal research participants, other scientists and professionals, students, members of the public and members of other organizations. CPA has several objectives related to ethics and standards, including, but not limited to, the development of the Canadian Code of Ethics for Psychologists and its Companion Manual, the development of codes of conduct and standards of practice, education of and promotion of knowledge and awareness of ethical issues among the Association's members, the provision of advice and consultation to members and others on matters related to ethical issues and psychological practice, and the undertaking of complaint investigations regarding the ethical behaviour of CPA members.

#### *Recommendations*

1. Develop an ethics page for the CPA website
2. Foster a balanced approach to ethical codes dealing with the use of human participants in psychological research, which protects the rights

of participants while fostering a system that works with judicious speed and avoids undue bureaucracy.

## **Accreditation**

The future of professional psychology in Canada depends in no small measure on the training of successive generations of psychologists. CPA has demonstrated that psychologists across Canada can reach a consensus in identifying education and training standards for 4 areas of clinical practice and for two types of doctoral degrees (PsyD and PhD).

### *Recommendations*

1. Develop international accreditation agreements in order to meet the needs of Canadian programmes and the psychologists trained in them.
2. Promote the development, responsiveness and currency of a rigorous Canadian community standard of training in professional psychology that promotes the application of evidence-based science and practice.
3. Promote accreditation of internship programmes that prepare students for the kinds of roles and responsibilities they are likely to assume upon graduation (e.g. increasingly students graduate to work in private practice so incorporating these venues into training is important)
4. Support the development of Scholar-Practitioner (PsyD) programs as well as scientist-practitioner within a national accreditation framework.

## **Provincial/territorial Regulation of Psychologists**

CPA is committed to helping to ensure Canadians receive the highest standards of psychological services. Although CPA does not regulate psychologists, regulation affects many members of the Association and it is directly linked to education and training and accreditation. Consumers, providers and healthcare systems are not served well if regulators exact requirements of providers that accreditation criteria do not define and that training programmes do provide nor if accreditation criteria and training experiences do not equip providers with the knowledge and skills needed for licensure. Further, interprovincial and international regulations can affect the mobility of psychologists, facilitating or hindering their capacity to relocate or to provide specific services such as disaster-response assistance outside of their jurisdiction.

### *Recommendations*

1. Continue to work with regulatory bodies, governments and other psychological entities operating at the provincial/territorial, national, and international levels to address issues that interface across accreditation, education and training, and regulation.
2. Explore the feasibility of a Canadian College of Psychology that develops and promotes high national standards of professional training and practice.

### **Knowledge Exchange**

High quality and effective knowledge exchange remains a top priority for CPA. The Association can help ensure the success of members and the discipline by providing a wide range of high quality, stimulating and effective educational programs. Education and knowledge exchange programs include convention activities, workshops, scholarly journals, *Psynopsis: Canada's Psychology Newspaper*, CPA NEWS, public documents and the web site. These various activities serve different purposes but all are aimed at advancing psychology for the benefit of members, the organization and society.

### **Convention**

CPA continues to take steps to improve the convention to make it more appealing to larger numbers of psychologists from Canada and elsewhere. It is important to maintain the content that typically characterizes the convention while increasing emphasis on areas that tend to be under-represented (e.g., private practice, basic science). Efforts to promote the convention outside of Canada need to continue. Some of the recommendations may not produce immediate results but they have the potential to gradually increase the appeal of the convention among greater numbers of people.

#### *Recommendations*

1. Attract international participants to the convention both as presenters and delegates.
2. Attract underrepresented groups such as neuroscientists, cognitive scientists, practitioners, Francophones, etc by, for example, increasing the number of presentations, speakers and poster sessions relevant to them.
3. Increase participation of students.

4. Attract the participation of “local” psychologists.
5. Work with Sections to solicit symposia and papers from the most senior scientists and practitioners.
6. Develop policies and procedures which, whenever possible, make the convention accessible to presenters (e.g. generous deadlines for the submission of abstracts).
7. Work with sections to develop and promote pre-conference and conference presentations and workshops that meet the continuing education needs of the practice and science communities.
8. Continue to work towards making the convention responsive to the needs of the membership (e.g. content, speakers, timing of the convention, surveys at conventions).

## **Journals**

Through its journals, CPA meets the knowledge needs of scholars, scientist/practitioners and practitioners in psychology and other disciplines. We need to continually strive to increase the impact of the journals and to consider new publishing opportunities. One possibility is the development of a practitioner-oriented journal. Another is to follow the example of journals such as *Current Directions in Psychological Science* and the *Clinical Psychology Review* that publish articles designed to help psychologists keep up-to-date on relevant issues within and outside of their immediate areas of expertise. In advancing its journal publication activities, CPA re-affirms the importance of editorial freedom and the right of editors to make independent decisions about the content of the journals in accordance with the publications policies of the association.

## *Recommendations*

1. Examine the feasibility of developing a new journal during the next five years.
2. Continue to increase the impact factor of the journals (e.g., by inviting papers from prominent international scholars).
3. Work to increase institutional journal subscriptions and web-based subscriptions.
4. Increase journal visibility by, for example, exploring collaborations with other psychology and non psychology organizations and by inviting manuscripts from prominent internationally-renowned scholars.

## **Other CPA Publications Including the Web Site**

Through the publication of *Psynopsis* and the web site, CPA disseminates important information about the discipline to CPA members, other scholars and practitioners, governments, policy makers, the media and members of the public. It is important to continue these activities while at the same time consider how the web-site might be used to meet the unique needs of members.

### *Recommendations*

1. Consider developing a members-only part of the web site that meets the unique needs of the CPA membership.
2. Oversee and update the content of the web site frequently and regularly.
3. Examine new uses for the web site to expand its functionality, utility and appeal.

## **Other Education and Training Activities**

CPA views primary and secondary education, university education, and continuing education of core importance to the public and to the discipline. The knowledge base of psychology makes important contributions to teaching at the primary and secondary levels of education. Further, instruction about psychology at the primary and secondary levels serves educative and advocacy roles. CPA strongly supports teaching within and about psychology at the university and post-degree levels that is of high quality and that directs, and is directed by psychological services and scientific research.

### *Recommendations*

1. Increase the discipline's role in the teaching of psychology in high schools and propose standards for such teaching.
2. Continue to expand the range of CPA publications for the public available through the web site.
3. Revisit CPA policy on continuing education that allows for a current, evolving and broader definition of what constitutes continuing education.
4. Collaborate with provincial/territorial regulatory boards and provincial/territorial psychology associations to articulate national principles and standards for continuing education.

5. Explore practices, needs and opportunities for inter-professional/interdisciplinary practice and research within graduate psychology training in Canada.
6. Develop guidelines for interprofessional/interdisciplinary education in graduate psychology training.
7. Increase the visibility and contributions of the discipline to the public. (e.g. promotion of workshops for the public on psychological health and wellness).

### **Relations with External Groups**

A valued role for CPA is its participation and leadership in collaborative activities and consortia such as the Enhancing Interdisciplinary Collaboration in Primary Health Care (EICP) Initiative, the Canadian Collaborative Mental Health Initiative (CCMHI), the Health Action Lobby (HEAL), the Canadian Consortium for Research (CCR), and the Canadian Alliance on Mental Illness and Mental Health (CAMIMH). Of further value are CPA's relationships and contributions to the activities and initiatives of government bodies such as Health Canada and the Public Health Agency of Canada as well as arm's length organizations such as the Canadian Institute for Health Information and the Mental Health Commission of Canada.

Psychology is the only discipline that has large groups of scientists who receive major funding from each of Canada's three granting councils. A general trend in funding of research in Canada is toward larger projects with investigators across disciplines. In these endeavours, psychology is best served when it advances its unique contributions in the context of interdisciplinary collaboration with the goal of best meeting the needs of a field of inquiry or professional service.

For CPA, relations with other groups center around intra-professional, inter-professional, interdisciplinary, and consumer relations as well as policy, advocacy, and visibility to the general public. In addition to the interdisciplinary and inter-professional groups listed above, CPA values its role with partners who are the consumers of psychological science and care. These partners include mental health consumer groups, some of whom are also represented on the CCMHI and CAMIMH, and some with whom we collaborate and partner on specific issues like chronic disease or disability tax.

Partners within psychology include the Council of Provincial Associations of Psychologists (CPAP), the Association of Canadian Psychology Regulatory Organizations (ACPRO), the Council of Canadian Departments of Psychology (CCDP), the Canadian Council of Professional Psychology Programs (CCPPP), the Canadian Register of Health Service Providers in Psychology (CRHSPP), the

Canadian Association of School Psychologists (CASP) and the Canadian Society for Brain, Behaviour and Cognitive Sciences (CSBBCS). Internationally they include, for example, the American Psychological Association (APA), the Association of State and Provincial Psychology Boards (ASPPB), the National Register, the International Council of Associations of Psychologists (ICAP), the International Union of Psychological Science (IUPsyS), and the Psychology Executives Roundtable (PER). As the largest, most representative psychological association in Canada, CPA is in a unique position to play a leadership role in encouraging societies concerned with common psychological issues to work together. The Association is also uniquely situated to represent Canadian psychology internationally.

## **External Relations**

### *Recommendations*

1. Maintain strong collaborative partnerships with key Canadian psychology organizations.
2. Continue to identify opportunities for collaboration with other professional associations through joint policy development, research projects and other initiatives.
3. Continue to develop a leadership role in the development of national health policy which broadens its focus from medical and acute care (physicians, nurses and hospitals) to a more comprehensive and realistic focus on the biopsychosocial dimensions of health and wellness.
4. Continue to promote collaborative care across the continuum of care from community to hospital, across human service domains (health, education, criminal justice, social welfare, business and industry) and between privately funded and publicly funded services.
5. Continue to advocate with government and third party payers for access to psychological services for Canadians and reimbursement to psychologists at competitive rates.
6. Continue to promote and advocate for the value of psychology and psychological services provided by Canada's regulated psychology providers.
7. Continue to advocate for the fair treatment and public acceptance of person's with mental illness.

8. Continue an open and constructive dialogue with the Canadian Society for Brain Behaviour and Cognitive Sciences on matters of mutual interest to enhance collaboration and co-operation in advancing the discipline.
9. Recognize the international nature of psychology in its activities by joining international organizations and endeavours as they contribute to psychology and strengthen Canadian psychology.
10. Explore having “sister organizations” for periods of 1-3 years with whom to engage in activities such as having officers attend and participate in each others’ conventions, featuring one or more articles on each nation’s psychological research in each others’ journals, or sponsoring small conferences on issues of mutual interest.

### **Public Policy and Advocacy**

Specific recommendations regarding science and practice advocacy are found under the science and practice sections below.

#### *Recommendations*

1. Facilitate the work of CPA’s Public Policy Committee in guiding CPA’s social policy agenda. The group will identify key areas of social policy upon which CPA will take a public stand.
2. Develop papers/briefs to maintain a library of current and responsive documents in order to have advocacy material “at the ready”.
3. CPA’s Executive Director will set targets for, and annually review allocations of all professional staff time devoted to advocacy and policy activities, specifying how this time is to be divided between practice and science and report these to the Board during the autumnal budget discussions.

### **Increased Visibility**

#### *Recommendations*

1. Continue to increase the visibility of CPA both within the membership and with individuals, groups and communities external to CPA.
2. Continue to increase public awareness of CPA and the role and expertise of professional and scientific psychology in Canada. Consider media

mechanisms and opportunities to bring the science and practice of psychology to the benefit of the public (e.g. public service announcements).

## **SCIENCE**

Psychological science is strong and diverse with national and international prominence across a broad spectrum of research ranging from the molecular biological level to the more molar cross-cultural end of the spectrum. Research is both theoretical and applied, conducted in laboratory or applied settings, and qualitative or quantitative in nature. Some research is funded by one of the three main granting councils while some is not. Finally, some research is conducted from a multidisciplinary perspective, while other studies are sectarian in nature.

Over the years, psychologists have made great progress toward a better understanding of the psychological processes underlying behavior in a variety of contexts. Canadian psychologists are involved in research in fields as diverse as mental and physical health, education, sports, the brain, human development, the law, politics, the workplace, intergroup relations and many others. A look at the various sections within CPA provides a glimpse of the different specialties of study.

At the same time, Canadian psychologists have been training highly qualified personnel such as future researchers and the users and appliers of knowledge. Each year masters and doctoral students graduate with training in a wide range of skills including basic and/or applied research. A higher number of undergraduate students engage in research each year. While several training models exist, the most popular one is apprenticeship/mentorship where students learn by doing. Graduate and undergraduate students in psychology, whether they are intending a career in science or practice, devote a significant part of their graduate training to science-related activities.

Canadian psychologists and CPA in particular devote a significant amount of effort in support of all aspects of psychological science including lobbying efforts, sitting on various scientific committees, presenting information to the media and providing scientific knowledge to practitioners and the public.

### *Recommendations*

1. Promote the understanding of, and respect for, scientific values both within and outside of psychology.
2. Advocate for and work to protect academic freedom.

3. Continue to advocate vigorously for science funding and ensure that both basic and applied psychological science is well-positioned and received within the major granting councils.
4. Work to increase funding to support university-based research: granting councils, indirect costs of research, Canadian Foundation for Innovation, Statistics Canada, the Canadian Institute for Health Information, etc.
5. Promote a culture of collaboration between the research and practice of psychology and within different research (e.g. basic and applied science) and practice communities (e.g. industrial-organizational psychology, school psychology, clinical psychology).
6. Promote interdisciplinary and intradisciplinary research.
7. Encourage the scientific development of students at both the undergraduate and graduate levels.
8. Promote the international recognition of top Canadian psychology researchers.

## **PRACTICE**

Psychology represents the largest group of regulated specialty providers of “mental health” services in Canada. It is important to monitor the changing face of practice across the country (e.g., more private practice and interdisciplinary practice, increasing specialization, broadening public and government awareness of the breadth of psychology practice) and to improve efforts to communicate within practitioners and the broader CPA community.

It is also important to work to make psychological services more accessible to Canadians. Governments continue to passively privatize psychological services as they have with other disciplines (e.g., dentistry and optometry). This reality seriously restricts access to needed services by lower and middle income Canadians.

Psychological services are offered across a wide range of human service systems which include, for example, health, education, social welfare, community services, criminal justice, business and industry, in addition to privately funded services. Individuals often have severe difficulty navigating these services and funding is extremely uneven and inadequate. In addition, system changes that produce more effective organizational practices increase efficiency and productivity while reducing stress.

*Recommendations*

1. Continue to work to increase knowledge of and access to psychological services across the sectors in which people live (e.g., health, education, workplace).
2. Develop a responsive understanding and resource about the psychological factors and conditions of work and the workplace. .
3. Explore the feasibility of developing a journal for private practitioners.
4. Support community practice by, for example, developing effective external relationships as a foundation for consultation and collaboration on issues or topics of concern to practitioners (e.g. prescription and admission privileges, accessibility to psychological services, scopes of practice)
5. Continue to respond to needs identified by practitioner members such as advocacy, representation, practice and ethical guidelines, position statements, task forces, referral and media networks and continuing education.
6. Conduct and report on the surveys of psychologists in different work settings (e.g., in hospitals, schools, and correctional facilities).
7. Develop a strategy to increase the number of practitioners holding positions within CPA and in particular on committees, the Board and as presidential officers.
8. Develop formal, regular linkages for the two way flow of information between provincial/territorial associations and CPA (e.g., regular columns in provincial/territorial association newsletters and Psynopsis)

This five-year plan will guide the portfolios of the CPA Board of Directors from 2008 until 2013. The Plan will be reviewed by the CPA Board of Directors on an annual basis and re-evaluated, and a membership consultation process re-initiated, in 2013. The Plan, in its final form, will be posted on the CPA website [www.cpa.ca](http://www.cpa.ca)