

## CPN Strategic Plan: 2025 – 2027

In mid-2023, the CPN Executive Committee (“Exec”) began the task of carving a path for the CPN in the next 10 years. Starting with the planning that involved six Exec Committee members (and later joined by another member) from different continents,<sup>1</sup> we reflected on how we can be intentional and realistic, to support the future of CPN. This led us to a consultation phase where CPN members who responded to an email invitation participated in an interview. Some ideas from the interviews were further explored through some “CPN Cafés”; while cafés are not formal or recorded, they have been another opportunity to have deeper conversations on many issues, including building the future of CPN.

We have been inspired and fascinated by the wealth of ideas shared by the members. It energized us to continue moving forward into the next decade, all the while inspired by the first decade of leadership within our critical physiotherapy community. [As we shared earlier](#), the clear consensus is that the Critical Physiotherapy Network needs to exist: that the Network is an important and needed community, and its vision written by earlier leaders remains meaningful. But also, there are opportunities to shift and grow to meet the present movement and re-build a thriving CPN.

After one and a half years of consultations, meetings, and discussions, **the CPN Exec is very pleased to share with you the key findings and priorities from the work to re-imagine our work.** These integrate participants’ and Exec views on the CPN’s past, present, and future. Reflections consistently have acknowledged the collective and individual benefits and challenges of being members of the CPN – an open volunteer-supported network – and what it means to be called critical physiotherapists. Being intentional about priorities in the next few years is extremely important for the CPN Exec, recognizing our current capacities for time-demanding activities.

To address both “now” and “the future,” the CPN Executive distilled the exciting and inspiring possibilities shared by the CPN community under two pillars: **Operations** and **Strategy**.

- By *Operations*, we mean the “now” – how the CPN would operate on a day-to-day basis. *Operations* refer to the administrative tasks that we need to fulfill daily. While some may perceive it as a mundane task, *Operations* are necessary. From responding to emails to ensuring that we incorporate the needs of the members on our daily work, *Operations* keep the boat floating.
- By *Strategy*, we refer to those forward-looking ideas and activities that will shape the future of CPN. Using the same boat analogy, *Strategy* allows us to imagine and dream what’s out there in the vast ocean for CPN. Strategy allows us to be bold, daring, and ambitious – all important words for critical physios.

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<sup>1</sup> In alphabetical order: Cecile **Abboudi** (Europe – France), Jeffrey **Andrion** (North America/Asia – Canada/USA/Philippines), Shelley **Barrow** (Oceania - New Zealand), Lucy **Edet** (Africa – Nigeria), Alvaro **Besoain-Saldaña** (South America – Chile), Patty **Thille** (North America- Canada), & Adriane **Vieira** (South America – Brazil).

**Across both, we are also aware that we cannot do everything.** As we think about Strategy and Operations intentionally, we also think about reality and the ways in which our collective and individual limitations would prevent us from venturing out further into the open seas.

Our plan is not rigid, and there is always room for members of the CPN community to spearhead additional opportunities, in the spirit of an open Network. But the idea of a strategic plan is that the Executive, in the coming two years, would focus on these as their core volunteer contributions to the CPN to support our collective thriving.

As we share the major themes below, we hope that these continue to resonate among our community – which we would like to confirm through the cafés in the next two months.

## **OPERATIONS**

Through our discussions to open up, consider, and then focus our priorities, the Executive has chosen to focus on two key areas in terms of the everyday work of the volunteers working to sustain the CPN:

- Critical Products
- Inclusive Existence/Communications

### **Critical Products**

“Critical products” refer to those activities that contribute to the CPN members’ critical thinking and reflexivity. As we engaged various members during our consultation, ideas for some of the critical products that they would like to see within the CPN include:

- a. critical lectures
- b. publications
- c. conferences
- d. writing workshops
- e. support in grant writing

### **Inclusive Existence/Communications**

Inclusion in terms of communication remains important in the day-to-day operations of the organization. We aim to bring to life the critical products by communicating with CPN members by:

- a. leveraging capacities of social media
- b. having an accessible website
- c. engaging with non-English speakers
- d. welcoming new critical thinkers or those with very curious mind

## STRATEGY

In looking forward, more broadly, at possibilities for the next few years of the CPN, the key themes that have the most support and engagement to sustain are:

- I. Amplifying perspectives of equity-denied communities
- II. Re-Imagination and Expansion of Scholarship

### **I Amplifying the experiences of equity-denied communities**

The Executive and CPN members alike expressed their desire to further amplify the perspectives of people living in communities historically marginalized by dominant power structures, including neoliberalism and colonialism. Importantly, we have had important conversations about casting a wider, more inclusive definition of what “marginalization” and “equity-denied” might mean in different cultures, geographies, and identities. As the CPN prepares to move into a second decade, amplifying the experiences and perspectives of physiotherapists and community members from these groups were raised as crucial:

- a. Individuals with lived experiences on Indigenous knowledge and practices
- b. Perspectives of colonizees
- c. 2SLGBTQIA perspectives
- d. Lived experience/experiential knowledge on disability
- e. Black scholars
- f. Other historically marginalized groups: people who are chronically unhoused, victims of violence and human trafficking

### **II. Re-Imagining and expanding critical physiotherapy scholarship<sup>2</sup>**

While the creation of CPN is already bold in itself, the dialogues of the last 1.5 years highlighted how CPN members re-imagine CPN scholarship as even bolder, to reflect the very nature of the unique discipline of “critical physiotherapy.” Concerned about the utility of critical physiotherapy in the day-to-day work of the members, re-imagining and expanding CPN scholarship could include:

- a. Challenging conventional, reductionistic physiotherapy (i.e. more critical scholarship)
- b.. Meaningful bridging of critical physiotherapy with everyday practice (clinical work; leadership; education)

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<sup>2</sup> Examples include PT works related to disasters/emergency, critical postcolonial reflections, and wars/conflicts.