



INTERNATIONAL
SOCIETY FOR PROSTHETICS
AND ORTHOTICS

...moving beyond physical disability

International Society for Prosthetics and Orthotics (ISPO) Strategic Plan 2024-2030

Approved by the ISPO Executive Board at the EB 108.09, March 2024

1 Executive summary

Founded in 1970, ISPO has evolved into a pivotal force with 77 National Member Societies worldwide. Despite challenges, ISPO remains influential, contributing to global initiatives like the Global Cooperation on Assistive Technology (GATE) and the World Rehabilitation Alliance (WRA). Over many years ISPO has built a reputation for collaboration with other sectors, getting involved in consensus conferences and creating the basis for standards and guidelines that guide the whole sector. Rooted in a multidisciplinary approach, ISPO serves as a nexus for professionals committed to enhancing the quality of life for individuals benefiting from mobility products and related rehabilitation services.

As president for the 2023-2025 biennium, I am delighted to present International Society for Prosthetics and Orthotics (ISPO) 2024-2030 Strategic Plan, shaping the future of mobility products (prostheses, orthoses, and wheelchairs) and related rehabilitation services globally. The strategic plan acknowledges the evolving landscape of rehabilitation and assistive technology and is based on ISPO vision and mission:

- **Vision:** A world where all people have equal opportunities for full participation in society
- **Mission:** Improve the quality of life through multidisciplinary practices, education, research, innovation, collaboration, and knowledge exchange.

The development of the strategic plan was guided by ISPO core values, Inclusion, Collaboration, Education and Professional Development, Networking, Leadership and Transparency. The plan is built around five strategic pillars into which all ISPO activities will be initiated from. The five strategic pillars are interdependent and focus on key quality and growth and each have associated operational priority areas.

Strategic Pillar 1: Leading and shaping the debate.

Strategic Pillar 2: Strengthening collaboration and exchange.

Strategic Pillar 3: Raising awareness.

Strategic Pillar 4: Empowering National Member Societies.

Strategic Pillar 5: Improving ISPO management and efficiency.

The ISPO 2024-2030 Strategic Plan represents a commitment to excellence, innovation, and global collaboration. By focusing on these pillars, ISPO aims to lead the sector, strengthen its community raise awareness, empower NMS, and ensure sustainable management, thereby advancing its mission to enhance the quality of life for those benefiting from rehabilitation and assistive technology.

2 Introduction

The International Society for Prosthetics and Orthotics (ISPO) is a global, multidisciplinary, non-governmental organisation aiming to improve the quality of life for persons who may benefit from the rehabilitation practice of prosthetic, orthotic, mobility, and assistive technology. ISPO is sometimes misunderstood as representing only prosthetists and orthotists. 'P' and 'O' stands for Prosthetics and Orthotics and, for more than 50 years, ISPO has provided an effective platform for the exchange and communication on all aspects of the science and practice associated with the provision of mobility products (prostheses, orthoses, wheelchairs) rehabilitation engineering, wheelchairs and related areas, such as therapy. Membership is multi-disciplinary and thus includes professionals of all disciplines with an interest in the subject and the service.

Over the years, ISPO has consolidated its position as a leading international multidisciplinary organisation and has become a key interlocutor in discussions related to rehabilitation and assistive technology. ISPO, has made substantial contributions to the sector by either supporting the development of important standards/guidelines (Education Standards for Prosthetic and Orthotic Occupations, WHO Standards for Prosthetics and Orthotics, WHO Wheelchair Provision Guidelines, Rehabilitation in Health System, etc.) and by supporting global initiatives such as Global Collaboration on Assistive Technology (GATE) and the World Rehabilitation Alliance (WRA).

Established in 1970 with a few hundred members and 3 National Member Societies (NMS), the number of NMS has grown to 77 and the total number of members to 2'119 (August 2023). However, during and after the COVID pandemic, the total number of members has decreased. In response to the decreased membership, ISPO increased member's benefits such as access to ISPOLearn and ability to join Special Interest Groups.

The rehabilitation and assistive technology environment is evolving. Over the last few years, greater focus and attention has been created through the GATE Initiative and through the Rehabilitation 2023 Initiative. However, equitable access to appropriate and quality services remains a challenge for the majority of those who need these services. The environment in which our members provide services is also evolving with the increasing use of digital technologies, with the availability of innovative techniques and approaches. To ensure that ISPO continues to serve its members and advance the field of mobility products and related services, ISPO needs to have a clear vision of where we are heading in the coming years.

The ISPO 2024-2030 strategic plan builds on the strengths of the Society, on the previous plans, drawing on the work and consultation undertaken during that process. The new plan has been developed in close consultation with National Member Societies as well as with the ISPO collaborating partners. The ISPO 2024-2030 Strategic Plan will build and maintain a strong strategic foundation that will support our ability to achieve our purpose and vision and improve our ability to adapt our approach to respond to the opportunities and challenges. It will also enable ISPO to respond to the needs of our NMS and our members and to the evolving context of rehabilitation and assistive technology.

The ISPO 2024-2030 Strategic Plan identified five (5) strategic pillars around which operational activities will be developed.

3 ISPO Vision, Mission, Purpose and Values

3.1 ISPO Vision

A world where all people have equal opportunity for full participation in society.

3.2 ISPO Mission

To enhance the quality of life for everyone who may benefit from prosthetic, orthotic, mobility, and assistive devices by:

- Promoting multidisciplinary practice.
- Facilitating professional education to improve quality care.
- Promoting research and evidence-based practice.
- Facilitating innovative and appropriate technology.
- Fostering international collaboration and consensus.
- Facilitating knowledge exchange.

3.3 ISPO Purpose

- *Serving as an international impartial and non-political coordinating, correlating and advisory body* on prosthetics, orthotics, wheelchairs, rehabilitation engineering and other matters related to the neuromuscular and skeletal system in close collaboration with other national and international bodies, offering appropriate guidance and advice to these bodies to avoid unwitting duplication of effort and to encourage maximum use of resources.
- *Fostering scientific exchange among its members and others* by collecting and disseminating information through publications, correspondence, exhibits, regional or international courses, seminars, symposia, conferences, staff efforts or otherwise.
- *Promoting and when requested, assisting in efforts to co-ordinate or guide research, development, and evaluation activities* related to prostheses, orthoses, wheelchairs and rehabilitation engineering around the world.
- *Guiding, and supporting the efforts of all those responsible for the education and training of the professions involved* and when requested, correlating these activities around the world.
- *Encouraging, guiding, and supporting the efforts of all those responsible for care of patients* involving these important fields and, when requested, correlating these activities around the world.
- *Undertaking, when requested, appropriate projects to encourage and facilitate high-level uniform practice* by development of standards for nomenclature, curricula, design of devices, techniques and processes, testing, and by involvement in all appropriate aspects of patient care, research and development, evaluations, and education and training.
- *To conduct research and surveys* when appropriate

3.4 ISPO Values

ISPO Strategic Plan 2024-2030 is based on the following values:

- **Inclusion:** We welcome all nations, regions, age groups, genders, and abilities to take part in ISPO activities and actions.
- **Collaboration:** We value the transformative impact of collaboration. We partner with others who share our values and objectives, believing that we can achieve something bigger than we could alone.
- **Education and continuous professional development:** We value education and continuous professional development to ensure appropriate and quality services.

- **Exchange:** We value the exchange within ISPO and beyond, with the wider community, and we recognize and acknowledge the strength that comes from the diversity of approaches.
- **Leadership:** We aspire to lead efforts to advance equitable access to quality rehabilitation and prosthetic, orthotic, orthopaedic footwear, wheelchair care.
- **Transparency:** We strive for efficiency, effectiveness, and meaningful results across our work, and we are accountable for our efforts. We value transparent relationships with our National Member Societies, members, and partners.

4 Strategic Pillars 2024-2030

The ISPO 2024-2030 Strategic Plan includes 5 strategic pillars and for each pillar, operational priority areas were also identified.

- **Strategic Pillar 1: Leading and shaping the debate.**
- **Strategic Pillar 2: Strengthening collaboration and exchange.**
- **Strategic Pillar 3: Raising awareness.**
- **Strategic Pillar 4: Empowering National Member Societies.**
- **Strategic Pillar 5: Improving ISPO management and efficiency.**

Each year, an action plan will be developed containing a set of activities to support the strategic pillars. In the last quarter of each year, the results and achievements will be reviewed and assessed by the Executive Board and a new set of activities developed for the incoming year.

In addition, in the last quarter (during the transition period) of each Biennium, the results and achievements of the Biennium, will be reviewed and assessed and, if needed, recommendations on potential updates of the Strategic Plan will be proposed and validated by the Executive Board.

4.1 Strategic Pillar 1: Leading and shaping the debate.

ISPO is recognised as an authority in the development and implementation of standards, guidelines, and policies for the provision of appropriate and quality rehabilitation and mobility care including prostheses, orthoses, footwear, and wheelchairs and related interdisciplinary treatment. By being at the forefront of research, education, and advocacy in the field, ISPO will contribute to improving the lives of millions of people worldwide who rely on mobility products.

Rationale

The International Society for Prosthetics and Orthotics (ISPO) is a global, multidisciplinary, non-governmental organisation aiming to improve the quality of life for persons who may benefit from the rehabilitation practice of prosthetic, orthotic, mobility, and assistive technology. Membership is multi-disciplinary and thus includes professionals of all disciplines with an interest in the subject and the service. The multi-professional nature of ISPO membership is unique, ISPO is the only organisation that represents a sector and not a single profession.

Over the years ISPO has made substantial contributions to the development of the mobility products and related areas sector. ISPO has led the development of international standards for P&O services (WHO Standards for Prosthetics and Orthotics), and the prosthetics and orthotics educational standards (ISPO Education Standards for Prosthetic and Orthotic Occupations) and remains the lead global organisation for P&O education. ISPO also organised consensus conferences on various clinical

conditions (amputation surgery, cerebral palsy, stroke, etc.) requiring mobility products. ISPO was instrumental in shaping the provision of appropriate wheelchair services, first by organising a consensus conference on wheelchairs, secondly by supporting the development of the WHO Guidelines on the provision of manual wheelchairs in less resourced settings and finally, in 2023 the development of the WHO Wheelchair Provision Guidelines. ISPO also contributed to core rehabilitation documents such as “Rehabilitation in Health Systems” and “Rehabilitation Competency Framework”.

New techniques, new approaches and new technologies such as digital technologies continue to influence the sector and it will be important that clinicians can make informed decisions on which techniques, approach, and technologies are appropriate and effective. ISPO, through its community will identify areas where guidelines, standards, research are needed. In addition, some existing guidelines and standards need to be revised to include updated knowledge. ISPO will not only participate in the development of standards/guidelines initiated by collaborating partners, but will also advocate for and/or initiate the development of such documents.

Operational priority areas

- 1.1 **Support education and professional development:** the availability of a well-trained workforce is essential to ensure appropriate and quality services and ISPO will further support entry-level education for prosthetic and orthotic occupations and further support continuous professional development of all professionals involved in mobility devices provision.
- 1.2 **Support research:** ISPO will promote the development of research evidence to support responsive, ethical, culturally sensitive, and contextually relevant rehabilitation and mobility devices services,
- 1.3 **Due diligence of trends affecting the sector:** ISPO will monitor and analyse the trends impacting rehabilitation and assistive technologies (with an emphasis on mobility products) to be proactive and responsive to issues, changes, cultural contexts, and developments that impact the sector.
- 1.4 **Support guidelines/standards development:** guidelines and standards play an important role in ensuring the quality and reliability of products, processes, and services and ISPO will actively lead, participate and/or support (1) the development of new guidelines and standards and (2) the revision and adaptation of existing guidelines and standards.
- 1.5 **Promote innovative approaches:** innovative approaches are needed to respond to the challenges faced by the sector and ISPO will promote innovation to improve both the quality and accessibility of rehabilitation and mobility product services and to reduce environmental impact of service provision.

4.2 Strategic Pillar 2: Strengthening collaboration and exchange.

ISPO aims to act as an international, vibrant, supportive, multidisciplinary community of members, fostering a sense of belonging, exchange, and collaboration among its community (users, students, clinicians, researchers, educators, innovators, manufacturers, etc.). By creating a welcoming environment that brings together people from diverse backgrounds and disciplines, ISPO seeks to promote knowledge sharing, networking, and the exchange of best practices.

Rationale

For over 50 years, ISPO has provided an effective platform for the exchange and communication in all aspects of the science, practice and education associated with the provision of mobility products, rehabilitation engineering and related areas. ISPO recognises the importance of collaborations with interested partners to improve – on a worldwide basis - the quality of life for persons who may benefit from the rehabilitation practice of prosthetic, orthotic, wheelchairs and related areas. ISPO believe

that working together can create greater outcomes than to work alone. ISPO also believe that the sum of the whole is larger than the sum of each part. Working together collaboratively with other organisations results in greater achievements. Over the years, ISPO has developed close relationships with other professionals' organisations (WFOT, WP, ISWP, ISPRM, IVO, etc.). ISPO also has an official relationship with the WHO, with representation on numerous working groups to further develop the rehabilitation and the assistive technology sectors. ISPO was a significant contributor to the GATE initiative, a founding member of the World Rehabilitation Alliance and acted as a board member of the Global Alliance of Assistive Technology Organization.

ISPO keeps in regular contact with its partner organisations through its Global Partnership Exchange (GPEx). The purpose of GPEx is to provide a forum for on-going networking that enables strategic dialogue about common challenges in the field of rehabilitation and assistive technology (with an emphasis on mobility devices such as prostheses, orthoses and wheelchairs). The ISPO Industry Advisory Group (IAG) provides a forum for ongoing networking and learning that allows for strategic dialogue, joint exploration of common challenges in the P&O fields and feedback to ISPO regarding potential ways to collaborate with industry partners worldwide, with the ultimate objective of benefiting P&O users across the world. The newly established Special Interest Groups are specifically designed to bring together professionals interested with a specific topic (i.e., upper limb prosthetics, bone-anchored limb, etc.).

While ISPO has been able to develop a strong community of partners both for knowledge sharing, for exchange of best practices, for joining forces, this community could be further expanded to reach more people, to increase our impact, and to further reinforce ISPO positioning. It is not only the ISPO community that could be extended, but communication among the members of one group and among the entire ISPO community needs to be improved to achieve better results.

Operational priority areas

- 2.1 **Develop strategic partnering with relevant stakeholders:** knowing that the sum of the whole is larger than the sum of each part, ISPO will enhance and strengthen strategic partnering aiming at increasing access to services and the impact of ISPO work.
- 2.2 **Improve ISPO Community Platform:** to improve communication and exchanges among the entire ISPO community.
- 2.3 **Develop Special Interest Groups:** within ISPO community, ISPO will implement special interest groups to bring together individuals interested in a specific topic to discuss and exchange experiences.
- 2.4 **Promote regional collaboration and exchanges:** ISPO will support and promote regional collaboration and exchanges to develop regional solutions to address specific regional challenges.
- 2.5 **Develop project(s) collaboratively:** ISPO will either develop, in collaboration with its partners, projects.

4.3 Strategic Pillar 3: Raising awareness.

ISPO aims to strategically build partnerships with impactful and like-minded global players, contributing to global debates, advocating for better standards, and supporting its community. ISPO aims to leverage its network of NMS, partners and members to amplify its message to promote awareness for excellence in the field of rehabilitation and mobility products (prostheses, orthoses and wheelchairs) and related care, to enhance equitable access and quality of service.

Rationale

Advocacy is the deliberate process of directly and indirectly influencing decision-makers, stakeholders, and relevant audiences to support and implement actions that contribute to improving users' lives. Advocacy aims to bring about positive change in institutional policy and practice, public opinion and behaviour, and public health priorities. ISPO International is working to raise public and decision makers' awareness and understanding of the importance of rehabilitation and assistive technology (with an emphasis on mobility products) in helping to transform the lives of persons with impaired mobility and integrate them into society.

ISPO has, in the past, participated in campaigns organised by partner organisations. In 2015, ISPO launched its #ISPOWER campaign aimed to raise public and decision makers' awareness and understanding of the importance of assistive health technologies in helping to transform the lives of persons with impaired mobility and integrate them into society. On November 5, 2022, ISPO launched the first International Prosthetics and Orthotics Day. This date corresponds to the date ISPO was established in 1970. International Prosthetics and Orthotics Day is aimed at highlighting and raising awareness of the importance for those needing prostheses and orthoses and the need to provide further resources to ensure equitable and appropriate access to prosthetic and orthotic services.

To this end, ISPO will closely work with NMS to create campaigns to raise awareness on the positive impact of accessing rehabilitation and assistive products (with an emphasis on mobility products) not only for those who need these services, but also on society. ISPO will also collaborate and provide support to other international initiatives related to rehabilitation and assistive technology. ISPO awareness activities could also positively impact the promotion of ISPO and attract new members.

Operational priority areas

- 3.1 **Support the International Prosthetic and Orthotic Day campaign:** with the aim of raising awareness on the importance for those needing prostheses and orthoses and the need to provide further resources to ensure equitable and appropriate access to prosthetics and orthotics services, ISPO will continue to lead and support activities related to the International Prosthetics and Orthotics Day.
- 3.2 **Develop awareness campaigns supported by NMS:** In collaboration with NMS, ISPO will develop awareness campaigns to promote all aspects of what is needed to ensure appropriate, quality, and equitable access to rehabilitation and mobility products.
- 3.3 **Support international campaigns related to rehabilitation and assistive technology:** when relevant, ISPO will support campaigns organized by ISPO partners.
- 3.4 **Develop awareness tools and materials:** ISPO support and equip NMS to advocate for local advocacy.
- 3.5 **Support and participate in national/regional/global forums:** ISPO will actively support and/or participate in forums related to rehabilitation and assistive technology.

4.4 Strategic Pillar 4: Empowering National Member Societies

ISPO aims to increase its local visibility, impact, and relevance by strengthening its National Member Societies (NMS). Through more dialogue and support, ISPO seeks to enhance the visibility, quality and support for its NMS and contribute to the advancement of care, favourable policy and raise awareness for the need for equitable access to high quality rehabilitation and mobility products (prostheses, orthoses, wheelchairs and walking aids) and related care services.

Rationale

ISPO is structured in Member Societies which are formed on a national (or regional) basis by a minimum of 5 ISPO members in good standing. On its foundation it had 3 National Member Societies (NMS) and over the years, the number of NMS has grown to reach a total of 77 in 2023. Similarly, the number of members, which grew from a few hundred in 1970 to 2'119 in 2023 (August). NMS range in size from 5 to 322 members and in maturity, some are well established and very active, while others are less mature. The Americas count 18 NMS, Europe 23, Africa 7, the Middle East and North Africa 11 and Asia 18. 32 NMS are from High Income countries, 25 from Upper-Middle Income countries, 16 from Lower Middle-Income countries and 2 from Low Income countries.

It is very important for ISPO, for further strengthening its leadership role, to work towards increasing the number of NMS worldwide, increasing the number of members and increasing member retention.

While ISPO International could continue to increase member's benefits, membership increase relies on active and strong NMS. NMS are highly diverse in their size, resourcing, and developmental maturity. This diversity is both a strength, and a challenge. ISPO will need to develop its capacity to deliver differentiated and tailored support to NMS that recognise their different needs, levels of maturity, and resourcing.

Operational priority areas

- 4.1 **Strengthen National Member Societies:** ISPO will strengthen NMS's by developing differentiated products and services, reflective of NMS's needs, maturity, and resource availability.
- 4.2 **Improve communication between ISPO and National Member Societies:** ISPO will continuously evaluate the effectiveness of its communication tools and practices and make changes and improvements as necessary.
- 4.3 **Increase membership:** In collaboration with NMS, ISPO will develop and implement strategies to attract new members to join ISPO.
- 4.4 **Increase worldwide ISPO footprint:** In collaboration with NMS, ISPO will develop and implement strategies to increase and/strengthen ISPO visibility and presence in all regions of the world.
- 4.5 **Develop ISPO marketing:** In collaboration with NMS, ISPO will develop and implement marketing materials to promote the Society.

4.5 Strategic Pillar 5: Improving ISPO management and efficiency.

ISPO aims to operate with smart and agile systems that enable it to reach its goals, promote clarity and transparency, ensure the society's long-term sustainability, and enable it to support NMS, members and volunteers effectively.

Rationale

Since January 2010, ISPO International has worked with a service supplier (DGA) for the administration of the Society out of the newly established Head Office (HO) in Brussels. DGA staff allocate part of their time to ISPO (1'988 hours in 2023). Each year, ISPO and DGA sign a contract defining the role of DGA in the management of the Society. ISPO income comes from two major sources: membership fees and World Congress revenue. World Congress income being every two years, must generate enough revenue for two years of expenses. Sound finances are essential to any society's development, and ISPO is determined to allocate its limited resources to priority projects in line with its mission and vision, while at the same time securing the future of ISPO.

Over the years, ISPO invested in the digital transformation of the Society to improve operational management such as membership management, e-meetings capacity, electronic documents management, e-learning platform, etc.). In addition, efforts have been made for streamlining ISPO's internal structure by re-defining the roles and responsibilities of the Executive Board and ISPO Committees and elaborating internal and external guidelines for many Society areas.

ISPO has increased transparency by reporting back to its membership and other stakeholders on the Society's activities through the "eUpdate" and the Biennium Reports. Activities transparency may be achieved but work needs to be done to improve overall functioning of the Society including financial operations.

For the future of the Society, and allowing supporting activities in line with ISPO mission, vision and strategic pillars, it will be important that ISPO is financed by a diversified, sustainable income model beyond membership dues and World Congress revenues.

Operational priority areas

- 5.1 **Diversify income streams:** ISPO will diversify income streams to increase organisational capacity ensuring the financial sustainability of its programmes and projects.
- 5.2 **Improve transparency:** ISPO will continue strengthening adherence to an accountable and transparent corporate governance model.
- 5.3 **Improve internal working processes:** ISPO will continuously monitor and adapt its internal working processes to ensure efficiency.
- 5.4 **Monitor operating costs:** ISPO will pursue improvements in its management model along the lines of monitoring operating costs and ensuring resources are being spent on priority strategic initiatives.
- 5.5 **Update Operating Guidelines:** ISPO Operating Guidelines will be reviewed and updated, if needed, annually.