



Primary Care Dietitians' Association
Association des Diététistes de soins Primaires



**The Next Chapter:
Growth, Advocacy, Sustainability,
Advancing Primary Care**

Strategic Plan

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Our strength as primary care dietitians lies not only in evidence-based practice, but in the connections we build with each other, with our patients, and with the health system at large.

Strategic Plan Framework

This Strategic Plan represents PCDA's shared vision for growth, advocacy, and sustainability. Grounded in member input and organizational reflection, it charts a clear path forward to strengthen our profession and ensure equitable nutrition care across Canada.



Strategic Plan Report

Introduction

In January 2023, the Board of Directors and Executive Director, Kristen Garland, of the Primary Care Dietitians Association (PCDA) initiated a strategic planning process to establish a two-year strategic plan (2023–2025). This plan aimed to define the organization’s priorities, align them with its mission and vision, and ensure its continued growth and impact within the healthcare system.

The strategic planning process was designed to be data-driven and member-focused, incorporating input from stakeholders, financial considerations, an environmental scan, a gap analysis, and an assessment of the organization’s capacity. As part of this process, PCDA’s mission, vision, and values were reviewed and revised to ensure alignment with the organization’s evolving goals and member needs.

The result is a roadmap that will guide PCDA’s operational efforts, advocacy, and resource development over the next two years, ensuring that it remains a valuable and sustainable resource for primary care dietitians.

Methods

To develop this strategic plan, PCDA employed a comprehensive, multi-step approach to gather insights, assess organizational strengths and challenges, and define key priorities.

The process included:

1. Kick-off Meeting & Brainstorming Session – The Board of Directors, Executive Committee, and Executive Director engaged in brainstorming discussions to review the current state of the organization and set the foundation for the strategic planning process. A work plan aligned with the Strategic Planning in Nonprofits work plan was chosen and adapted to guide the Board’s strategic planning process.

In between meetings, the Board of Directors was tasked with reflecting using a framework to identify the different operational activities and core governance strategies the organization should continue, start, or stop.

The 2023 Board of Directors, Executive Committee, and Executive Director met periodically to review key organizational documents. Stakeholders were identified for engagement and feedback. These included the current 2022–2023 Board of Directors, Executive Director, Past President of the Board, and members.

2. Review of Key Organizational Documents & Financial Reports – This step ensured alignment between the strategic plan and PCDA’s financial sustainability, including membership fees, conference revenue, and sponsorship opportunities.

3. Member Survey – Input from PCDA members was collected to understand their needs, priorities, and expectations for the organization. The results of this survey are summarized in the appendices.

4. SWOT Analysis – A structured evaluation of PCDA’s strengths, weaknesses, opportunities, and threats helped identify internal and external factors that could impact strategic direction.

5. Environmental Scan – A review of external trends, provincial healthcare policies, provincial differences in definitions of primary care, the professional landscape as it related to different types of primary care organizations, and the impact on dietitians' work and organizational support helped ensure that PCDA's strategic goals remain relevant in the evolving healthcare environment.

6. Review & Revision of Mission, Vision, and Values – The Board of Directors carefully examined PCDA's guiding principles to ensure they reflected the organization's growth, current priorities, and future aspirations.

From these data collection methods and generative discussions, seven key themes emerged as critical areas of focus for the organization. The Board of Directors reviewed and ranked these themes, ultimately selecting the top three strategic priorities for the next two years.

Emerging Themes:

- Establishing support for RDs, including peer-to-peer support, interest groups, networking, and mentorship for new RDs and students
- Strengthening the organization, focusing on governance, board recruitment, and collaboration with other organizations
- Enhancing and/or increasing continuing education offerings, such as a CDE prep course, varied KTE topics, an online library, and journal access
- Increasing communication and engagement with members through newsletters, blogs, and streamlined case consult processes
- Advocating for primary care dietitians, aligning priorities with the OHT (compensation, recognition, role protection, and funding)
- Increasing collaborations and partnerships with similar organizations
- Raising the profile of PCDA, ensuring it is recognized as the go-to organization for primary care matters and is called upon for national discussions



Prioritization Process:

The Board of Directors voted on their top three priorities, considering:

- Membership needs and survey results
- Findings from the SWOT analysis
- PCDA's financial health and sustainability
- Capacity to execute initiatives (staffing, volunteer involvement, existence and momentum of working groups and committees, and student engagement)
- Alignment with PCDA's revised mission, vision, and values
- Short-, mid-, and long-term impact of each priority

Conclusion:

The final selection of priorities will inform PCDA's operational plans, ensuring that the organization remains focused, sustainable, and responsive to its members and the broader healthcare community. After reviewing the strategic report and assessing current organization needs and environment, the Board will update the Strategic Plan to add in a 4th priority, advocacy.

This update will consider Advocacy as a priority as members feel that they need strong support for advocacy efforts, particularly around fair compensation for RDs and raising public awareness of the role and value of the profession and of dietitians working in primary care.

2025-2026

Strategic Priorities and Focus

As we look ahead to 2026, the PCDA envisions a year of both rebuilding and growth. Building on our strategic priorities, we anticipate further strengthening of our governance with the new wave of leaders who come forward. We also anticipate continued growth in our membership as we observe increasing interest from nutrition students and dietitians from different areas of practice and from across the country.

Our 2025–2028 priorities focus on sustainable growth, stronger governance, impactful learning, and a unified advocacy voice for dietitians nationwide.

Strategic Focus: Enhance Revenue Streams

With a new Executive team and a renewed commitment from the Board, PCDA is prioritizing the development of diverse and sustainable revenue streams. This includes exploring new sponsorship models, fee-based professional development for non-members, and building strategic partnerships. Strengthening our financial foundation will allow us to better support our members, fund student bursaries, and invest in long-term impact initiatives.

Strategic Focus: Strengthening Organization for Sustainability

This year, PCDA will prioritize a governance and organizational review to ensure we are structured for long-term success. With support from an external consultant, we'll strengthen Board roles, policies, and operations to build a stable foundation for growth, leadership renewal, and continued impact.

Strategic Focus: Enhancing Continuing Education

We're building on the success of our past knowledge exchange events with a goal to offer more accessible, relevant, and high-impact continuing education. The new Board will focus on planning webinars, panels, and learning series that reflect member interests. We aim to create more peer-led content and collaborative learning opportunities that elevate dietitians working in primary care across the country.

Strategic Focus: Advancing Advocacy

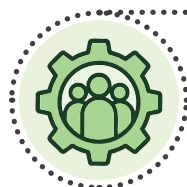
Advocacy will be recommended as a key priority for the year ahead. Member surveys, recent town halls, and the current momentum in primary care funding all point to the need for a strong, unified voice for dietitians. Elevating our presence in policy and system-level discussions will help ensure nutrition care is fully integrated into primary care expansion efforts.

Increasing and Diversifying Revenue Streams



- Explore new **sponsorship models**;
- Offer **fee-based professional development** for non-members;
- Build **strategic partnerships** to fund bursaries & initiatives.

Strengthening the Organization



- Conduct **governance & policy review**;
- Refine **board roles & operations**;
- Support **leadership renewal & succession**.

Enhancing Continuing Education



- Expand **webinars, panels, and learning series**;
- Create **peer-led and collaborative content**;
- Offer **accessible, high-impact training** reflecting member needs.

Advancing Advocacy



- Advocate for **fair compensation & recognition**;
- Strengthen **policy and system-level presence**;
- Ensure **nutrition care is integrated into primary care expansion**.



Our strategic priorities are more than goals. They are a commitment to the growth, sustainability, and recognition of dietitians in primary care. Together, we're building a future where nutrition is central to health.

Board of Directors
Primary Care Dietitians Association



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