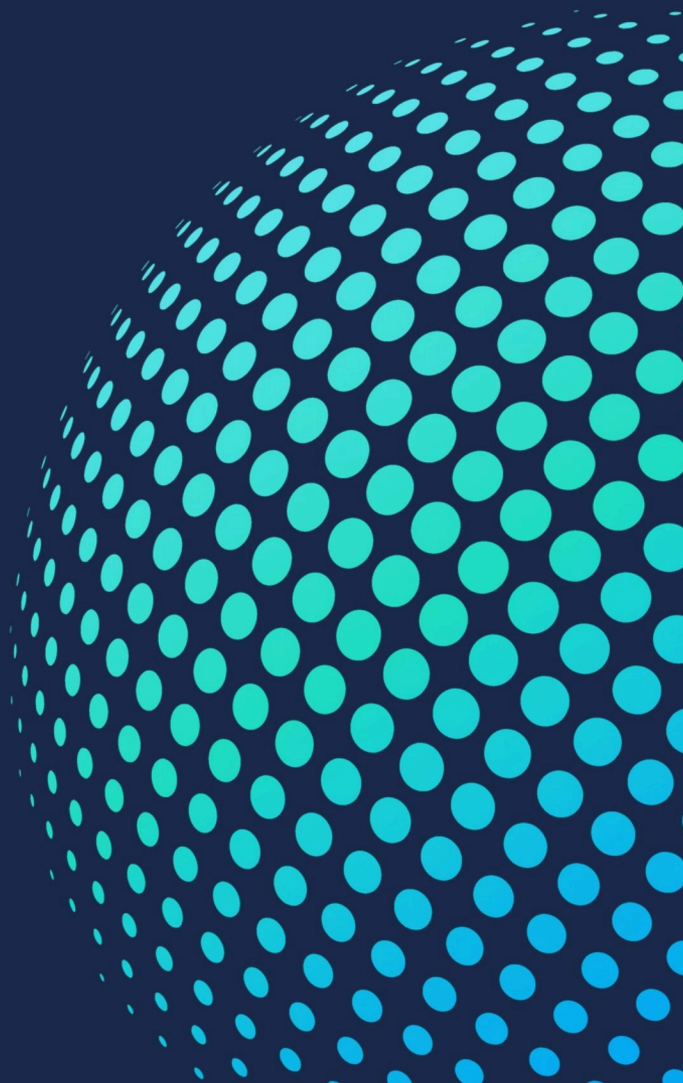
Dignitat i Orgull

Electoral programme

TERM 2026–2030

Col·legi de Fisioterapeutes de Catalunya



Defend who we are.
Build who we will be.

Letter from Alfons Mascaró, candidate for Dean



Dear colleagues,

I have been practising physiotherapy for more than thirty-five years. I have worked in the clinic and in the classroom, and in all that time I have learned that a strong profession is not built only on the efforts of each individual. It also needs a Col·legi that defends it and is accountable to it.

Now is a good moment to ask ourselves some questions honestly. Are we better off professionally than a few years ago? What return do the fees we pay give us? We are not starting from zero and we do not want to deny the work that has been done. But we believe a better Col·legi begins by recognising what has not worked well enough.

That is why we are not asking you to trust us blindly. We propose commitments that can be checked. Every month we will publish the Governing Board's resolutions and minutes that truly explain what was decided. Every year we will present the budget broken down by line item and publish the external audit in full. We will produce an annual review explaining what has been achieved and what is still pending, with the reasons. During the first six months we will ask all members what they need, and the answers will set the priorities of the term. And we will put resources where they are most needed, in a headquarters that is a meeting point and in a Col·legi team with enough hands to look after us properly.

Being demanding of the Col·legi is not going against it. It is wanting it to be better. We are a team of practising physiotherapists, from different fields and territories, who want to do things differently.

From 16 to 18 November we can decide what kind of Col·legi we want for the next four years. I ask you to take part and to vote.

Defend who we are. Build who we will be.

Alfons Mascaró Vilella
Candidate for Dean · Dignitat i Orgull

Introduction

We want a Col·legi that is useful, close to its members and rigorous, that defends the profession and helps improve public health. We are not starting from zero or pretending to deny the work that has been done: we want to identify what works, what needs improving and what new challenges we must face.

Our proposal rests on four principles: professional dignity, effective representation, good governance and measurable results. We want to consolidate useful services, improve those that do not respond enough to needs and promote new initiatives when they are justified.

Our aim is for members to feel represented, listened to and defended, and to be able to understand what the Col·legi does, why it does it and what results it achieves.

> WE ARE LISTENING
> **Send us your needs or suggestions.** A channel so that members' proposals, concerns and needs reach the Col·legi, can be assessed and receive a response. We want to listen, respond and explain what we can do, what we prioritise and why.

The 12 strategic axes

01 A Col·legi at the service of the profession and of society

We will place the real needs of professionals and of the public at the centre of the Col·legi's work.

- Get to know the needs of the different professional profiles and career stages.
- Evaluate services by use, accessibility, quality, satisfaction and unmet needs.
- Explain services and the conditions for accessing them clearly.
- Prioritise actions according to the needs identified, defending the profession, quality of care and the protection of the public.
- Integrate the new headquarters project as a possible meeting space, subject to an analysis of needs and economic viability.

> **Our commitment:** We will listen to members, review how useful services are and prioritise the actions that add most value for the profession and the public.

CONCRETE PROPOSALS

- During the first six months we will run a needs survey among all members and publish the results so they guide the priorities of the term.
- A welcome session for new members and an annual campaign to publicise the services that already exist.
- A clear service catalogue: what each service offers, who it is for, how to access it and how quickly it responds.
- A public annual report on the use, cost and satisfaction of services.

02 Good governance, transparency and participation

Trust is built on clear information, explained decisions and commitments that can be followed.

- Publish an annual plan with objectives, deadlines, those responsible and indicators.
- Present an annual review of the actions achieved, in progress, redirected and pending, with the reasons.
- Provide institutional, financial and organisational information that is understandable and up to date.
- Establish participation channels and a target for an initial response within a maximum of 30 calendar days when the nature of the query allows it.

- Explain decisions and promote a plural, respectful and constructive debate.

> **Our commitment:** We will report on actions, resources and results, and explain the reasons when an action cannot be completed.

CONCRETE PROPOSALS

- Every month we will promptly publish the Governing Board's resolutions and minutes, so that all members can know what is decided and why.
- Annual Governing Board meetings in every territory and an open online session every three months.
- A "You said, we did" section explaining what has been done with each proposal.
- Differentiated deadlines for receiving, first responding to and resolving each proposal or query.
- Public online tracking of the commitments of the term and their status.
- Rethink the FTP model with sustainability criteria to make the best use of its resources in priority projects, such as the new headquarters and strengthening the Col·legi's staff.
- Write the minutes with the real content of the resolutions, without generic formulas.

03 Professional defence and recognition of physiotherapy

We will strengthen the voice of physiotherapy with well-founded proposals and follow-up of institutional commitments.

- Define priorities based on needs, data and consultation with members.
- Work with administrations, health organisations, universities and social stakeholders.
- Monitor institutional commitments and report on them to members.
- Defend professional competences and the contribution of physiotherapy to health.
- Base demands on evidence and distinguish the competences of the Col·legi from the decisions of third parties.

> **Our commitment:** We will defend physiotherapy with solid arguments, concrete proposals and monitoring of progress, without promising decisions that belong to others.

CONCRETE PROPOSALS

- We will press the Departament de Salut for a complete and stable rollout of physiotherapy in Primary and Community Care, with adequate ratios and the FisioAPIC model, and we will report publicly each year on progress.
- Review the professional classification of public-sector physiotherapists to give access to group A1.
- A specific commitment to specialities in physiotherapy.
- A public annual report on institutional meetings and the results obtained.

04 Professional development and services for members

Services must respond to specific needs throughout the whole professional career.

- Review advice, career guidance, the job board and other resources.
- Consider the needs of employed professionals, the self-employed, employers, teachers, researchers and specific fields.
- Support professional start-up, career progression, entrepreneurship and management.
- Promote new services only when demand, impact, cost and viability justify them.

> **Our commitment:** We will review services based on the needs of the different profiles and prioritise improvements that are useful, accessible and sustainable.

CONCRETE PROPOSALS

- We will relaunch the career guidance and entrepreneurship service and create a mentoring programme for recent graduates. For the self-employed, we will set up a support network with training in management and taxation and meetings in every territory.

05 Continuing education, university and research

We will promote training that is useful, accessible and connected to clinical practice and scientific knowledge.

- Evaluate the offer by quality, diversity, accessibility, applicability and needs.
- Promote equitable access to training and grants.
- Strengthen the link between clinical practice, universities and research.
- Transfer evidence by distinguishing the plausibility of mechanisms, clinical efficacy, magnitude of effect and certainty.
- Evaluate the usefulness of training beyond satisfaction.

> **Our commitment:** We will promote rigorous, applicable training and evaluate whether it helps improve professional practice.

CONCRETE PROPOSALS

- We will work with osteopath physiotherapists to define an evidence-based position for the Col·legi, and we will make the register of accredited professionals known to the public.
- More training outside Barcelona and more online and asynchronous courses.
- Training in Primary Care, community health and rural and home-based physiotherapy across Catalonia.
- Training in critical reading, methodology and the application of evidence, adapted to each level of experience.
- “From evidence to the clinic”: short documents and resources to apply science to clinical practice.
- More accessible research grants for clinical-care projects, with methodological and statistical support.
- Continuing training in ergonomics and occupational risk prevention, with agreements with universities: preventive legislation, Labour Inspectorate requirements and ergonomic assessment tools (UNE-EN 1005, UNE-EN ISO 11228, MAPO method).

Driving, rigour and recognition of ergonomics and occupational risk prevention

Physiotherapy must go beyond individual treatment and functional recovery. Occupational ergonomics is a strategic field in which our profession can contribute enormous value, but this requires moving on from a purely biomechanical view towards a first-class technical, preventive and organisational discipline.

Through our candidacy we commit to driving this transformation through the following actions:

- **Focus on transforming the working environment:** We will defend a change of concept in ergonomic intervention. The aim is not to teach workers to adapt to inadequate conditions, but to change working conditions in order to eliminate or reduce risks.
- **Technical, methodological and legal training:** We will promote agreements with universities and design high-level continuing education that equips physiotherapists in preventive legislation, Labour Inspectorate requirements and specific ergonomic assessment tools (such as the UNE-EN 1005 and UNE-EN ISO 11228 standards or the MAPO method).
- **Integration into prevention services:** We will call for a more prominent presence of physiotherapists in the staff and structures of occupational risk prevention services, based on solid preparation to advise companies and redesign jobs and work processes.

- **Institutional humility and openness to knowledge:** We will adopt a firm change of attitude compared with previous periods at the Col·legi, leaving complacency behind. It is not about claiming that we already know how to do ergonomics, but about recognising how much we still have to learn and working to be truly qualified to do it. We will create real channels for listening and participation to bring in the experience of members who specialise in the subject.

06 Territory, specialities and member participation

We want participation that is accessible, representative and connected to the professional diversity of the country.

- Evaluate territorial sections, committees and groups by activity, representation, resources and impact.
- Improve coordination and the return on the work done.
- Identify under-represented specialities, territories and profiles.
- Create or reorganise structures when existing ones do not cover needs.
- Reduce barriers of travel, time and availability; make the new headquarters connect professionals.

> **Our commitment:** We will make it easier for territories and specialities to have a voice and we will review structures so that they respond to real needs.

CONCRETE PROPOSALS

- We will give each territorial section more autonomy to decide its activities and its budget.
- Evaluate territorial sections, committees and working groups: activity, representativeness, resources and capacity for influence.
- Identify the fields, territories and profiles that find it hard to take part, also within Barcelona, and make their involvement easier.
- Recover a physical meeting space in each territory, shared with other professional bodies or organisations to reduce its cost.
- Annual objectives and follow-up for committees and working groups, with concrete results.

07 Social visibility, prevention and public health

We will make the contribution of physiotherapy visible with rigorous and useful messages.

- Consolidate and improve the campaigns that work.
- Promote communication that is evidence-based, clear and free of exaggeration.
- Collaborate with schools, organisations, media and health institutions.
- Adapt prevention and health promotion to each population.
- Evaluate reach, participation, understanding and observable change, not just views or events.

> **Our commitment:** We will promote responsible communication and evaluate its social impact, beyond visibility.

CONCRETE PROPOSALS

- Every year we will run a public campaign explaining the role of the physiotherapist in health care and encouraging people to consult one, and we will measure its results.
- A standing round table or agreements with associations of people with disabilities or functional diversity, with talks and easy-read information.
- A list of expert spokespeople by field for the media.
- Rigorous information for the public on when and how they can benefit from physiotherapy.

- A place for physiotherapy in Catalonia's health plans: healthy ageing, frailty and falls, persistent pain, chronic conditions and physical activity.

08 Professional practice, quality of care and the future of the profession

We will identify the conditions that make it possible to practise with quality, autonomy and safety.

- Analyse working conditions, organisation, caseload, autonomy and barriers.
- Prioritise actions based on data and consultations.
- Promote good practice, safety, quality and adequate conditions of care.
- Present proposals to the competent bodies without attributing to the Col·legi powers that belong to third parties.
- Address the technological and organisational challenges of health services.

> **Our commitment:** We will turn the needs identified into viable proposals and defend the conditions for quality physiotherapy.

CONCRETE PROPOSALS

- We will demand before the Departament de Salut the reclassification to group A1 of all public-sector physiotherapists, in both Primary Care and hospitals, and we will give legal support to members who claim it. We will also defend pay in line with qualifications for physiotherapists in subsidised (concertada) schools and special education.
- A study of the profession's working conditions during the first year, with a specific section on physiotherapists in care homes and social-health centres.
- A commitment to hospital physiotherapy: a study of staffing ratios and caseload, recognition of shifts and on-call duty, a presence on clinical committees and a Catalonia-wide network for sharing guidelines and protocols.
- A practical guide to employment and contracting rights for employees and the self-employed.
- Recognition of therapeutic exercise as an intervention specific to physiotherapy.

09 Ethics, professional conduct and protection of the public

Public trust requires clear criteria, accessible information and procedural guarantees.

- Disseminate ethical principles and resources on dilemmas, responsibility and confidentiality.
- Inform the public about competences and the channels for queries and complaints.
- Maintain the appropriate actions against unlicensed practice, through the appropriate procedures.
- Distinguish between query, complaint, report, investigation and proven infringement, preserving confidentiality, the presumption of innocence and due process.
- Promote good practice and professional responsibility.

> **Our commitment:** We will act with rigour, proportionality and guarantees, protecting the public and respecting the rights of all parties.

CONCRETE PROPOSALS

- Every year we will publish a report on unlicensed practice with the complaints filed, the timeframes and the results obtained.
- A reporting channel with follow-up and response.
- Ethical guidelines on new situations: health advertising, social media, communicating results and artificial intelligence.

10 Equal opportunities, professional diversity and work-life balance

We will make it easier for more professionals to take part on equal terms.

- Identify barriers of schedules, travel, caring responsibilities, personal circumstances and accessibility.
- Encourage participation that is compatible with personal and professional life.
- Improve the accessibility of spaces, activities and information.
- Promote the representation of diverse profiles.
- Evaluate whether the measures reduce barriers.

> **Our commitment:** We will listen to diverse profiles and introduce improvements so that taking part in the Col·legi is more accessible and compatible with professional and personal life.

CONCRETE PROPOSALS

- We will strengthen online, asynchronous and hybrid training, and make permanent the fee reduction for large families and single-parent families, which today depends each year on a temporary resolution.
- Review fee reductions (unemployment, disability, retirement, large family) and make them better known.

11 Digital transformation and modernisation of the Col·legi

Technology must simplify procedures and improve the service, not create barriers.

- Review digital processes to detect duplication and obstacles to use.
- Offer clear information on procedures, documents, deadlines and channels.
- Create platforms only if they meet a need and bring benefits proportionate to their cost.
- Automate when it improves the service, keeping human support as an alternative.
- Guarantee privacy, security and accessibility, and measure ease of use and turnaround times.

> **Our commitment:** We will modernise processes when they genuinely simplify the relationship with the Col·legi, and we will keep personal support as an alternative.

CONCRETE PROPOSALS

- All routine procedures will be possible from the private area, with digital signature, without having to print or scan any paper.
- A digital space where each member can check the status of their procedures and queries, with the expected deadlines.
- Practical training in digital skills and in the use of artificial intelligence in clinical practice and in running the practice.

12 Financial sustainability and responsible management of resources

We will manage resources according to criteria of priority, sustainability, transparency and usefulness.

- Link budgets to the priorities of the term and the needs identified.
- Explain spending, deviations and results in an understandable way.
- Evaluate the cost, use and usefulness of services and projects.
- Analyse the total cost and sustainability of investments, including the new headquarters, before committing spending.
- Reprioritise resources if there are more urgent needs or insufficient usefulness.

> **Our commitment:** We will take financial decisions with sufficient information, an assessment of costs and benefits, and accountability.

CONCRETE PROPOSALS

- Each year we will present the budget broken down by line item and publish the external audit in full. We will also rethink the FTP model with sustainability criteria to make the best use of these resources in priority projects, such as the new headquarters and strengthening the Col·legi's staff.
- Periodic evaluation of the cost and usefulness of the main services.
- A justification report before any structural investment: needs, alternatives, total cost and sustainability.

Cross-cutting commitments, timeline and accountability

These commitments will apply to all twelve axes and will make it possible to monitor the term using common criteria.

- A public, assessable term plan, with objectives, deadlines, those responsible and indicators.
- Participation with a return: accessible channels and a target for an initial response within a maximum of 30 calendar days when the nature of the query allows it.
- Professional defence based on data, concrete proposals and follow-up of commitments.
- Scientific, teaching and care quality, knowledge transfer and evaluation of results.
- Financial transparency linked to priorities, actions and results.

Indicative timeline of the term

- **First 100 days:** set up the monitoring system, those responsible and indicators; organise the system of proposals and responses; define prioritisation criteria.
- **Year 1:** publish the first annual plan; diagnose professional needs and priority services; identify viable improvements.
- **Year 2:** roll out the prioritised actions, evaluate their implementation, use and usefulness, and adjust them if necessary.
- **Year 3:** consolidate useful improvements, review priorities and report on progress, difficulties and outstanding issues.
- **Year 4:** present the final review, explain what has been completed, what is partial or pending and why, and make recommendations for continuity.

Accountability criteria

The annual review will classify actions as achieved, in progress, redirected or pending, explaining deviations and reasons. Indicators will be adapted to each objective. Results that depend on other institutions or stakeholders will not be presented as guaranteed.

> **Our commitment:** to report regularly on progress, listen to members' assessments and explain transparently both the results and the difficulties.

A new Col·legi headquarters to meet, share and help physiotherapy grow

The new Col·legi headquarters must be much more than an administrative space: it must become a meeting point for physiotherapists, a place to share knowledge, drive projects, connect specialities and strengthen the sense of

belonging to the Col·legi.

We want to explore a space that is welcoming, accessible, functional and open to the needs of professionals, that makes meetings, training, collaboration and participation in the Col·legi easier. A project that will have to be defined with the participation of members and with criteria of financial sustainability and real usefulness.

This challenge is part of axes 1, 6 and 12 of the programme, without adding any new axis or committing any spending before assessing its necessity and viability.

> **Our commitment:** to work so that the new headquarters, if its necessity and viability are confirmed, is a useful, accessible and participatory space, defined with the voice of members and with financial responsibility.

Dignity, representation and pride of belonging

DIGNITAT I ORGULL proposes a Col·legi that listens, represents, defends and is accountable. A Col·legi that consolidates what works, corrects what does not respond to needs and drives improvements that are viable, measurable and useful for professionals and for the public.

“Defend who we are. Build who we will be.”