

## September 16, 2024, Board Meeting—Summary Report to Members

The purpose for this Board meeting was to recommend a public accountant appointment, and to set key performance indicators (KPIs) to guide the CEO, and short-term strategic priorities to guide the organization.

### Member-focused initiatives

**Celebrating excellence:** The Board approved the recommendations received from the Honours and Awards Committee. Recipients will be honoured at the Family Medicine Forum (FMF).

**Gathering your opinion:**

- The CFPC will launch the next net promoter score (NPS) survey following the 2024 FMF. The first NPS in 2022 generated valuable input that continues to be referenced today.
- Future CEO Info Digest *Mike Drop* columns will experiment with gauging member interest on certain topics and services.

**Supporting international medical graduates (IMGs):** The CFPC is continuing efforts to collaborate on new paths to bring more internationally trained professionals to practice.

The Board also discussed in camera legal issues related to the CFPC's membership classes and a plan for communicating with members.

### Short-term strategic priorities

The Board approved short-term priorities, setting the CFPC's direction for the next two to three years as the organization continues to stabilize following a year of change.

#### 1. Focus on core business principles, specifically revenue generation and cost containment

- Prioritizing revenue generating programs with adequate organizational supports
- Finding new areas of revenue generation where possible
- Exploring areas to reduce expenditure and find efficiency within the organization
- Identifying and strengthening best practice standards of business structure/supports
- Exploring opportunities to expand the CFPC membership
- Improving membership structure to provide more options/value to members

#### 2. Evaluate and emphasize non-revenue generating member value activities that are known to be meaningful for the membership

- Supporting and/or enhancing member value activities that do not directly generate revenue
- Strengthening relationships with Chapters to increase value provided to members
- Identifying and strengthening core advocacy functions including collaboration with partners as needed. Present targeted areas\* may evolve.
- Collaborating on initiatives that improve health workforce capacity
- Re-evaluating activities that do not have clear value metrics
- Continuing redistribution of resources to essential areas of member value

### **3. Approach governance with a continual improvement mindset**

- Developing a sustainable plan for ongoing governance growth and maturation
- Informing consultation processes to be used in activities like building a long-term five- to 10-year strategic plan

### **4. Support and foster desired organizational culture**

- Consistently considering and integrating equity, diversity, inclusion, and anti-racism principles to make sure that all members feel welcome to engage
- Addressing environmental, social, and governance trends that are of importance to the membership, and that align with the CFPC's purpose

\*The CFPC's present targeted advocacy areas are:

- Less paperwork
- Remuneration (fair pay, loan forgiveness)
- Foreign credentials recognition
- Indigenous health
- More teams
- Topics that tie into prescription for primary care (Patient's Medical Home)
- Chapter support as needed

The next strategic plan will guide the CFPC by fall of 2027 at the latest. This plan will cover a longer span of time (five to 10 years) and will incorporate robust consultation with members and interest holders.

### **Scope shift for the comprehensive governance review project (CGRP)**

Given the approved priorities (above), the large-scale governance review that began this year will transition to a continuous approach to improving the CFPC's governance.

As reported in July, the next phase of the CGRP will be establishing a committee to prioritize and oversee continual improvement rather than a project. Once established, this committee will report directly to the Board. The mandate and process will be shared with members once ready.

### **CEO key performance indicators (KPIs)**

The Board approved KPIs, the quantifiable measures of progress that will guide CEO performance until the end of April 2025. The Board is now establishing year two KPIs with Mike Allan.

#### **1. Relationship building**

Will have forged relationships with the Board, Executive Team, Senior Advisory Team, Chapter leaders, other CEO allies, plus other key personnel/interest holders, and will have integrated well within the organization demonstrating effective communication skills.

#### **2. Strategic planning**

Will have ensured the successful launch of the two-year Strategic Priorities in the fall.

#### **3. Fiscal stability**

Will have identified, developed, and implemented a plan to make sure master plan projects have the required financial supports in place to move forward, making certain that members receive value while providing fiscal stability into the future.

#### **4. Modernizing the College**

Will have provided leadership to the comprehensive governance review, optimizing ancillary systems and processes to support the structure and meet member needs.

#### **5. Advocacy**

Will have actively supported the President and Officers as key advocates for family physicians and the profession of family medicine in Canada, advocating for policy changes that benefit members, promoting the critical and foundational role of the discipline of family medicine within the Canadian health care system, and improving the perceived value of membership in the College through effective communication and engagement.

#### **Public accountant appointment**

The Board supported the Finance and Audit Committee (FAC)'s recommendation to continue the relationship with Deloitte LLP. Members will consider this appointment at the Annual Meeting of Members (AMM) on October 30, 2024.

#### **The next CFPC Board meeting takes place November 4-5, 2024.**

The CEO and Board are committed to an open culture, focused on listening to critical opinion. This is an area of importance that requires attention and investment, and we welcome your feedback. What else would you like to see in this report? [Let us know.](#)