
CMA BOARD OF DIRECTORS HIGHLIGHTS

Summary October 2023 Meetings

The CMA Board of Directors (“the Board”) met on October 19 – 21, 2023 in Calgary, AB to participate in professional development sessions, receive progress updates on key priority strategic initiatives, emerging issues, receive recommendations from the Administrative Burden Working Group (ABWG), and discuss potential bylaw change recommendations for the 2024 AGM, and conduct other Board business. Members of the CMA Impact Inc. Board of Directors also participated in several of the sessions to ensure sharing of CMA strategic plans and initiatives. Highlights include:

Commitment to Truth & Reconciliation

- In May, 2023 the CMA was presented with seven eagle feathers in recognition of its commitment to apologize for past and on-going medical harms experienced by Indigenous peoples and to walk the path of truth and reconciliation together with indigenous peoples.
- At its meeting on October 19, 2023 the Board participated in a feasting of the feathers ceremony led by Mr. Mel Hardie, a First Nation elder and member of the Indigenous Guiding Circle. During that ceremony the Board spent time reflecting on the Seven Grandfather teachings.

Board Education

- The Board engaged in two professional development sessions:
- **October 19, 2023: Building an Inclusive Board:** The Board participated in a practical training session, led by Dr. Mojola Omole, on how to build an inclusive culture of trust, candor and respect at the board table in keeping with the CMA’s Guiding Principles and in support of effective and inclusive decision-making.
- **October 20, 2023: Strategic Foresight:** The Board engaged in a strategic foresight session during which it spent time contemplating different future scenarios and how they may potentially impact the CMA’s strategic plan, Impact 2040. Building on the output of this session, the Board will continue to engage in forward-thinking strategic discussions to ensure that its strategy remains relevant and impactful in an ever-evolving environment.

CMA Presidents and Spokesperson Update

- CMA President Dr. Kathleen Ross has experienced a busy first few months of her presidency, presenting to key stakeholders, meeting policy makers, and regularly connecting with physicians in various settings. Between August 16 – September 26, 2023 she participated in 28 media interviews, had over 3,640 media mentions and 170.8M impressions. Dr Ross continues to call for collective action to address the health care crisis working with governments, policy-makers and various coalitions.
- CMA Immediate Past President Dr. Alika Lafontaine and CMA President-Elect Dr. Joss Reimer also provided an update on speaking engagements and interviews they have attended over the past quarter.
- Dr. Jean Joseph Condé, CMA French Spokesperson, also updated the Board on recent discussions that he has participated in, with a focus on engagement activities in Québec.

Impact 2040 Strategy

- Mr. Tim Smith, CEO, CMA and CMA Group of Companies, presented his report to the Board, highlighting his top-of- mind issues.
- CMA leadership provided updates on all activities and initiatives underway to move each of the Priority Strategic Initiatives (PSIs) and Emerging Issues forward. (For a list of CMA's PSIs: [Link here](#))
- In particular, the following initiatives were highlighted:
 - **Apology to Indigenous Peoples:** The Board received an update on the CMA's commitment to an apology for the harms caused to Indigenous Peoples as the national voice of physicians. The path to an apology is grounded in an honest examination of CMA's history and the harm done to Indigenous patients by the medical profession. The process for the discovery work as well as a series of meetings with Indigenous organizations was reviewed with the Board. (For more information: [Link here](#))
 - **Improving Physician Wellness by Reducing Administrative Load:** Dr. Kathleen Ross, Chair of the Administrative Burden Working Group, presented its recommendations to the CMA Board, which were unanimously adopted. Management is now tasked with developing a workplan based on the recommendations set out in the report. (For more information: [Link here](#))
 - **Public-Private Dialogue:** The Board was presented with the project objectives, deliverables and workplan for physician and patient consultation on public-private health care, including focused dialogues and Globe and Mail Townhall events. These consultations will continue into Q1 2024 and a final report and a policy update will be brought forward in 2024. (For more information: [Link here](#))
- **CMA Media:** The Board received an update on the CMA Media initiative. This initiative is designed to support, promote and improve the quality and quantity of health system news and information for all Canadians. It is founded on three pillars: Mobilize Knowledge, Community and Inform.
 - Mobilize Knowledge: In collaboration with Abacus Research the CMA will release first in market data on the relationship between Canadians and quality health and health system information in the media ecosystem.
 - Community: The CMA has developed a network which convenes and collaborates with leading physicians to discuss and promote health system issues. The CMA has also directed financial support to Canadian Press to fund quality health reporting.
 - Inform: CMA will embark on an innovative story-telling project focused on health system.

Oversight

- **Risk:** The quarterly risk report was presented to the Board. Management continues to closely monitor a number of risk areas including: Strategy Execution Risk and Capacity Risk, in particular. The Board also spent time discussing the output from the strategy foresight session and potential risks which came out of those discussions. In 2024 the risk team will focus on developing more quantitative key risk indicators which are closely tied to performance and strategic metrics.
- **CMA Impact Stewardship Report:** The CMA Impact Inc. Board provided a stewardship report for information. The CMA Impact Board continues to oversee the funds held in the Long-Term Investment Portfolio with the assistance of the Investment Committee. The Board was provided with a copy of the quarterly risk report for CMA Impact Inc. Dr. Guruswamy Sridhar, Chair, CMA Impact Board, and Ms. Anne Marie O'Donovan, Chair, Investment Committee, were both present at a portion of the board meeting and available for questions.

- **CMA Foundation Report:** Dr. Alex Poole, Chair of the CMA Foundation Board, provided an update to the CMA Board on the work of the CMA Foundation. No material issues were reported to the Board at this time.
- **Governance Committee Report:** The Board received a report from Dr. André Bernard, Chair, Governance Committee, including a report-back from the surveys and consultation with members on potential bylaw changes on the topics of: (a) electorate for the President-Elect; and (b) role of the Immediate Past President on the Nominations Committee. The Board agreed that, overall there appeared to be low interest in governance changes at this time. In particular, there did not appear to be support to make changes to the composition of the Nominations Committee at this time. After some discussion in relation to the electorate for the President-Elect, the Board asked the Governance Committee to further consider this topic and report back at a future meeting.
- The Board approved consultation on certain housekeeping changes which will be shared with members in the coming months. A report-back to members will also be provided on the results of consultation and surveys on the governance topics selected by the Board for consultation at AGM 2024.
- **Patient Voice:** The CMA appointed Dr. Nigel Walton to serve on the Patient Voice group during this term as a director on the CMA Board.
- **Awards Committee:** The Board received a report from the CMA Awards Committee on the timelines for the 2024 awards process.
- **Audit & Finance Committee Report:** The Audit & Finance Committee report was delivered during an in camera session of the Board. The Board approved the Committee's recommendation for the external audit fees for the 2024 audit during the in camera session. No change to the external auditor was recommended.
- **Human Resources & Compensation Committee Report:** The Board received a report from the Human Resources & Compensation Committee during an in camera session.. The Board approved certain amendments to board compensation to reflect a shorter association year which was the result of moving the Annual General Meeting from August to May in 2024 during the in camera session.

Mission: Empowering and caring for patients

Vision: A vibrant profession and a healthy population

Guiding Principles: Equity, diversity, engagement, accountability, transparency, impact