CMA IMPACT 2040
OUR STRATEGY
ABOUT THE CMA

The CMA Group of Companies – CMA, CMA Joule and CMA Foundation – unites the medical profession at the national level. Our focus is on creating strong and accessible health systems, fostering well-being and diversity in medical culture, and ensuring every person in Canada has equal opportunity to be healthy.

Working in partnership with health care providers, patients, policy-makers and stakeholders, we advance these goals by:

• Our advocacy efforts, knowledge sharing and granting

• Supporting physician leadership development and promoting clinical excellence

• Providing impactful charitable giving that positively impacts the health of Canadians

• Managing enterprise assets and driving change through ESG commitments
SEIZING THE MOMENT

Impact 2040

The COVID-19 pandemic has highlighted what many of us in health have known for some time — that the gaps in the system, in health outcomes and in medical culture are widening and putting our future health at risk. They’re at once complex and interconnected — and it will take a long-term commitment, resources and determination to bring about needed improvements. The time to act is now.

We’ve chosen to look 20 years out so that we can be truly bold in how we approach our future. We acknowledge that the COVID-19 pandemic has disrupted the world. We’ve included in our analysis the wide-ranging impact of the pandemic and the need to recover from it to a better, stronger future state. We know we must seize this moment and make a long-term commitment to disrupt the status quo. To fulfill our pledge, we’re implementing a rolling strategy that’s iterative and will allow us the necessary flexibility to respond to drivers of change like digital health and innovation as well as emerging issues.

At the CMA, we know communities are the most powerful lever of change. It’s about working in partnership to have impact.

Responsive process

Health care is in constant evolution, as is our strategy. Responding to emerging issues and opportunities will remain at the heart of our work. Perspectives and insights from the medical community, stakeholders, patients and experts have and will continue to inform our strategy.

Building and growing collaborative partnerships with provincial and territorial medical associations, affiliates and key stakeholders will be critical to helping us build a better future of health.
Our vision: a vibrant profession and a healthy population

Impact 2040 speaks to a long-term commitment to advancing our vision. Beginning in 2021 we’re on a course for improving health — at the individual and system levels and for those who work within the system.

The strategy aims to achieve:

A health system that’s sustainable, more accessible and patient partnered

A society where every individual has equal opportunities to be healthy

A new medical culture that’s focused on physical and mental well-being, and one that embraces equity and diversity
Our mission: empowering and caring for patients

We will act on immediate issues such as physician wellness and virtual care support for health systems—knowing that patient care will ultimately improve when we achieve a healthy environment of care. Looking further out, we’re challenging the status quo and we’re prepared to disrupt conventional thinking to ensure that support for health extends beyond treatment of illness.

Our goals frame what impact looks like:

**HEALTH SYSTEM**

A) A pan-Canadian health system is designed to address the determinants of health through the seamless integration of health and social care.

B) Integrated, community-based care delivery models are co-designed by patients, caregivers, physicians and other health care providers to ensure access to quality care.

C) An integrated, pan-Canadian workforce strategy prioritizes and reflects population, community and health workforce needs and is supported by innovations in policy, process, and payment.

**HEALTH**

D) Working in allyship with First Nations, Inuit and Métis Peoples, the CMA is committed to developing an impactful goal and action plan in support of improving the health outcomes of Indigenous Peoples.

E) Older adults have access to the full spectrum of supports to age with dignity in their community.

F) Mental health and well-being are promoted and supported across the lifespan, as part of achieving optimal health outcomes.

G) Poverty reduction is prioritized as a key driver of optimal health outcomes.

H) Climate change is understood and addressed as a challenge to the health system and a key driver of population health.

**HEALTH WORKFORCE**

I) Medical culture prioritizes well-being, diversity, collaboration, compassion, respect, accountability, leadership and excellence in care.

J) Health care providers and learners thrive in learning and practice environments that are physically and psychologically safe.

K) Physicians and medical learners have access to resources and supports to promote and maintain their health and wellness and can seek help without fear of reprisal.
Our guiding principles—Equity, Diversity, Engagement, Accountability, Transparency and Impact

We have purposefully embraced six guiding principles to underpin our work. These guideposts help define how we engage and what we seek to achieve, while also inspiring a culture of improvement. The guiding principles apply to all that we do.

**EQUITY**

We understand that equity extends to the profession and to patients. We must recognize and be inclusive of people’s differences and ensure that we consider how every individual is provided with what they need to thrive. We must make every effort to reduce or eliminate health disparities that result from factors or determinants that are systematic, avoidable and unfair.

**DIVERSITY**

We believe that the inclusion and participation of diverse groups and individuals brings forward experiences and perspectives that challenge the status quo and lead to better decision-making and outcomes. We will take bold steps and call out counteractions.

**ENGAGEMENT**

You can’t build a movement without community and you can’t build community without engagement. Building on our rich history of physician engagement, we will cultivate meaningful and respectful dialogue, expanding our efforts by focusing on inclusivity and co-creation.

**ACCOUNTABILITY**

We believe we have an obligation to create positive change. We honour our commitments and take responsibility for the decisions we make. We value reporting on our work and being responsive to emerging issues that affect medical professionals and the patients in their care.

**TRANSPARENCY**

We’re committed to openly sharing information that builds trust, communication and community with all stakeholders. This includes being responsive to emerging issues, drivers of change and new opportunities on the horizon.

**IMPACT**

We need to be bold. Our goals and work are designed to have deep and broad impacts to effect systems change that will chart a new future for health in Canada. We’re ready to disrupt and advance solutions that can make a meaningful and measurable difference in partnership with those who share our passion for better health.
How we will have impact

The CMA has a strong legacy of policy, advocacy and physician support — bringing the voice of the medical profession to key policy issues and advancing health priorities. In recent years, the CMA has grown to include the CMA Foundation and CMA Joule, making charitable giving a centrepiece of our work while also bolstering our support to physicians. Together, we stand aligned to this bold new strategy and will take action to drive impactful change. We will do this by being:

A CATALYST

Having championed innovative and novel solutions that changed health care, we’re once again prepared to set transformative change into motion. Our goal is to mobilize all those who believe change is possible, to partner with them on the basis of our shared vision and to work together to co-create a better future of health.

AN ENABLER

Whether it’s through charitable giving or other forms of funding, clinical and mainstream thought leadership, or clinical tools and professional development, we will drive change by enabling and building capacity in others.

AN INFLUENCER

As a national health advocate and a provincial and territorial partner, we will continue to influence funders and policy-makers to transform the health system, health and the health workforce from what they’ve been to what they’re destined to be.

A CONVENER

We know that health and health care are complex, and solutions often require the engagement of multiple stakeholders. The CMA has and will continue to convene multiple stakeholders and experts to bring about meaningful change.

Let’s build a movement

At the CMA, we know that the biggest lever of change is community.

That’s why we’re building a movement to make health all it’s meant to be. As we apply what we’ve learned from the pandemic together, we’re calling on physicians, medical learners, other health professionals, patients and policy-makers to join us in co-creating a better future of health.

To stay on top of developments, please visit cma.ca regularly.