



The Canadian Medical Association  
New Strategic Plan:

## **CMA 2020**

Physicians empower and care for patients. It is their calling and their passion. We embrace this in our mission as we strive to build a vibrant medical profession and a healthy population.

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## Introduction

Since its creation in 1867, the CMA has united the voice of the medical profession in Canada, and championed efforts to improve the health of Canadians and strengthen the health care system. Today, the CMA continues to evolve side by side with progress in medicine and the changing needs of Canadians.

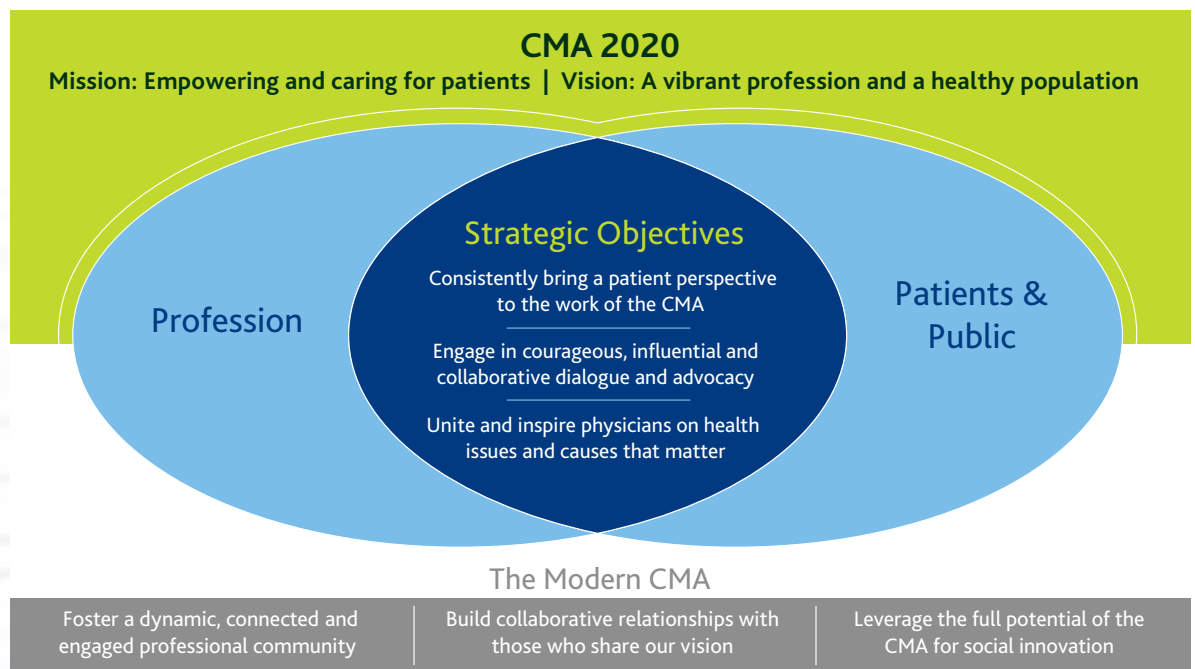
Innovation in medicine and health care, technological advances, the use of big data, and growing pressures on the system are redefining health and the context in which the CMA contributes to the health of Canadians. While these changes bring new opportunities to the medical profession, they also come with unprecedented challenges. These challenges include evolving our health care system to better meet the needs of our nation's aging population, new understandings about delivering culturally appropriate health care, and an intense focus on outcomes and value.

The CMA has adopted a new three-year strategic plan that embraces a new health care landscape and strengthens our contribution to society. We aim to drive positive change that ultimately results in a vibrant profession and a healthy population. To implement the plan, the CMA will be courageous and influential in addressing issues, collaborate with like-minded organizations, and unite and inspire physicians on significant health matters.

The CMA 2020 strategy is about boldly taking on the health issues that physicians and Canadians care about. Our strategy recognizes that advocacy is our core business, and achieving success in our advocacy depends on a highly engaged medical profession combined with a concerted dialogue with Canadians.

As we look to new cooperative approaches with key partners, our commitment to members and the medical profession remains front and centre in our new plan. Our goal is to unite and inspire Canada's physicians on important health issues, and to work tirelessly to improve the health of Canadians.

# 1. Mission and Vision



The CMA is clear about its purpose. Physicians empower and care for patients. It is their calling and their passion. We embrace this in our mission as we strive to build a vibrant medical profession and a healthy population.

## Empowering and caring for patients

Empowering patients requires physicians to provide them with the right information and support so that they can actively participate in decisions affecting their health. With this information, patients can formulate their own health care goals, leading to commitment and participation. The empowerment process recognizes community and cultural differences.

## A vibrant profession and a healthy population

The new vision — A vibrant profession and a healthy population — recognizes that the health of Canadians depends on an engaged, healthy, and motivated medical profession. The CMA is a connected and networked group of physicians who inspire and challenge one another.

Physicians also help patients recognize that health is a positive concept, and that it is important for individuals to draw upon their health assets or strengths. Physicians contribute their knowledge and skills as they work with patient populations and communities to improve health.



## 2. Values

The CMA continues to be defined by its core values, which guide all its actions and decisions. We are known for:

### **Professionalism**

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Uniting physicians on fundamental tenets important to the medical profession

### **Integrity**

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Honesty in representing our members and conducting our business

### **Compassion**

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Caring for physicians, patients and each other

### **Community Building**

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Bringing diverse communities together to pursue common goals





## 3. Strategic Objectives

Three key objectives must be achieved to ensure the success of the CMA 2020 strategy.

### **Consistently bring a patient perspective to the work of the CMA**

Throughout its long history, the CMA and its members have promoted the best patient care possible. This continues today, along with a patient-centre perspective to all that we do. This is an extension of the work of physicians who continually focus on their patients' needs and concerns, and work closely with patients and their families to deliver the best possible care.

#### **At a glance:**

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- **The CMA will continue to strengthen the patient voice through its activities and communications.**
- **The CMA will meaningfully engage with patients and members of the general public who express a desire to work together on shared priorities.**
- **This relationship will strengthen and enrich our advocacy work and will help the CMA develop policies that resonate within and beyond the profession.**



The CMA engages varied stakeholders and partners to work on health issues and drive meaningful change. The CMA 2020 strategy will further elevate these activities and will consistently bring patient perspectives into policy development and advocacy. This means advancing policy and positions that are well-informed not only by established organizations and traditional partners, but by patients, the public, civil societies and others who are motivated by their desire to work with the CMA to achieve a healthy population and world-class care. The CMA will include patient/public representatives in our activities to obtain their input on the issues and causes that we choose to undertake.

### **CMA 2020 in action:**

- **Seniors care advocacy program – working with members, patients and the public to advocate for a national seniors care strategy. Canadians are living longer, healthier lives than ever before. We need a health care system that can keep up. Improving seniors care will contribute to the renewal of the entire health system and will improve the productivity of health care delivery across the country.**
- **The CMA's inaugural Health Summit (2018) is a physician-led dialogue on health issues with a wide multi-stakeholder audience, including innovators, thought leaders, patients, stakeholders, policy-makers, etc.**
- **The CMA is establishing the CMA Patient Voice to capture the voices of patients and families with unique experiences, insights, expertise, and perspectives that are invaluable to improving health care.**



## Engage in courageous, influential and collaborative dialogue and advocacy

Engagement in its broadest sense is the collaboration between the CMA and its stakeholders toward a meaningful outcome. Building on strong engagement with key partners, the CMA will advance issues with conviction – taking more risks with respect to issues, causes, and CMA positions.

### At a glance:

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- **The CMA will continue to demonstrate leadership on medical and health matters, powered by its membership and others equally committed to the issue.**
- **The CMA will provide thought leadership, taking bold and transparent stances on issues and causes that matter to the profession and the public, and will influence change.**

Engagement must also be influential and collaborative. This involves targeting the right stakeholders for specific issues and causes, while aiming for more inclusivity and diversity of participation and opinions. To engage the profession and the public, the CMA will use the most appropriate and diverse engagement formats depending on the issue and the desired outcomes.

The CMA will create a movement behind a cause, and will mobilize key supporters. Amidst the large number of important societal topics brought to the CMA, we're aiming for focus.





### **CMA 2020 in action:**

- We will consult widely to determine the main issues and causes that will form the basis of our advocacy work.
- The CMA will engage in genuine community dialogue to identify and address the health and health system topics that are most important to physicians, patients and the public.
- The CMA is launching new, virtual communities of interest to bring together physicians and groups of people to interact and engage in a meaningful dialogue on a shared issue or priority.

## **Unite and inspire physicians on health issues and causes that matter**

Physicians' work is critical to societal well-being. The strength of CMA members and supporters committed to meaningful change in health care is remarkable. The CMA remains eager to connect and inspire physicians to take on meaningful and important health matters.

### **At a glance:**

- The CMA will leverage best practices to engage with members and identify the most critical issues and causes for dialogue and advocacy.
- The CMA will continue to unite the medical profession and connect their voices to address health concerns.
- The CMA will maintain member trust and act as the national voice on the front line, advocating on important issues and causes that lead to meaningful change.





The profession is faced with many challenges and pressures that may impede their professional satisfaction and even their health and well-being. The CMA seeks to inspire physicians and to fuel their passion by participating in important matters that can lead to positive change. In this way, physicians will be united and stimulated by the profession of medicine – whether just beginning, continuing, or restarting a medical career.

### **CMA 2020 in action:**

- **Physician wellness is often viewed as a key part of health system performance. To support physician health and well-being, the CMA will release a survey of members.**
- **In 2018, the CMA will co-host the International Conference on Physician Health. In addition, the CMA has approved a revised policy on physician health.**
- **The CMA and its members are building a strong future for medical culture and professionalism. Key deliverables include the Charter of Shared Values, an Accountability Framework, and a new Code of Ethics and Professionalism.**
- **Communities of interest will motivate members to exchange ideas and press forward on key issues and causes.**



## 4. The Modern CMA

The energy derived from an active and vigorous membership is compelling. The CMA seeks to drive significant positive change within the association and across the health care system.

### **Foster a dynamic, connected and engaged professional community**

#### **At a glance:**

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- The CMA has an opportunity to expand its reach, and to engage members and new and current partners in the medical community on issues that matter.
- The CMA will offer opportunities for engagement through multiple channels (e.g., communities of interest, online forums, in-person conferences) to help promote a vibrant profession. Moreover, the CMA will continually explore and experiment with other engagement formats depending on the need.

#### **CMA 2020 in action:**

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- Many of the activities already discussed in this document, such as broader engagement, the CMA Health Summit, and communities of interest, are relevant and essential to the modern CMA.
- The CMA will be courageous and influential in addressing issues, collaborating with like-minded organizations, and uniting and inspiring physicians. Given the importance of advocacy to our core business, the CMA will focus on involving a highly engaged medical profession and having a concerted dialogue with Canadians.



## Build collaborative relationships with those who share our vision

The CMA is proud of the strong relationships it has with partner organizations. We will expand collaboration with other interested organizations.

### At a glance:

- In order to be more agile and follow good governance practices, the CMA is exploring how we partner with the provincial and territorial medical associations and others.
- The CMA wants members to join the organization because they believe in the association's mission, vision and values.
- This will impact how the CMA recruits members and Board members.

While building trusting relationships and formal partnerships takes time, collaborative relationships will lead to a stronger focus on vibrant profession and a healthy population.

### CMA 2020 in action:

- The CMA will engage physicians on the structure and composition of the Board of Directors.
- The Governance Committee will ensure the CMA Board is focused on appropriate activities and will assess Board effectiveness.
- The CMA will embrace an even bolder position in Canadian society, and bring attention to issues that contribute to a vibrant profession and a healthy population.



## Power social innovation

The CMA believes in the power of social innovation and its ability to positively impact health and Canada at large. By recognizing our social purpose, the CMA will drive systemic social change. We will also work with like-minded partners to be part of the solution to key issues that affect Canadians.

### At a glance:

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- The CMA will apply strategies and carry out activities that improve social, cultural, and environmental well-being.
- The CMA will ensure members receive superior services.

### CMA 2020 in action:

- The CMA Foundation was launched to provide impactful donations to registered Canadian charities that further excellence in health and health care.
- New partnerships (e.g. TEDMED and Singularity University) will inspire change by stimulating bold conversations on important issues and health care innovation.





## Conclusion

The CMA's 150 years of success is rooted in its strong commitment to supporting members in delivering the best care to patients. The CMA has heard loud and clear that physicians in Canada are committed to meaningful change, and that the system must evolve to address the complex and ever-changing health care environment. The CMA 2020 strategy puts forward a bold future for the association promoting healthy populations, and supporting a vibrant medical profession.

The CMA is excited to work with members, current and new partners, and patients and the general public. We will take on what matters to physicians and Canadian society, and consistently bring a patient-centred lens to our work. The CMA 2020 strategy will also enhance collaborative dialogue and advocacy, and drive activities meant to promote health, strengthen the health care system, and positively impact social, cultural, and environmental well-being.

Physicians can be confident that the CMA will strive to unite members on important health and medical matters, and embrace exciting opportunities that lie ahead.



**EMPOWER**  
**INSPIRE** 2020  **DRIVING CHANGE IN HEALTH AND HEALTH CARE**

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