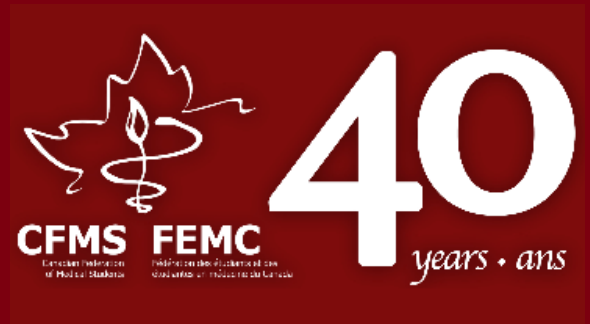




*Tomorrow's  
Physicians  
Leading for  
Health Today*



## CFMS Human Resources and Operations Strategic Plan

2017-2022

August 13th, 2017

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## Mission, Vision, Values, & Guiding Principles

### Mission

- The Canadian Federation of Medical Students is the national voice of Canadian Medical Students. We **connect, support, and represent** our membership as they learn to serve patients and society.

### Vision

- **Tomorrow's physicians leading for health today.**

### Values

- **Energy:** *We are a forward-looking organization that takes a proactive and innovative approach to problem solving.*
- **Equity:** *We aim for equal opportunities for all Canadian medical students and advance health equity for all members of society.*
- **Excellence:** *We strive to deliver the highest quality in all that we undertake.*
- **Empowerment:** *We motivate our members to take ownership of their medical education and transform ideas into actions.*

### Guiding Principles

- The CFMS is a **member-driven** organization that is **relevant** to all medical students from admission through to transition to residency.
- The CFMS prioritizes institutional **transparency** through ongoing and active engagement of medical student societies and their constituent students.
- The CFMS celebrates **diversity** of all forms including race, national or ethnic origin, mental or physical disability, age, religion, sexual orientation and gender identity, and in turn, promotes the establishment of safe spaces for all.
- The CFMS recognizes the varied cultural, social and economic **context** within which medical students live.

## Executive Summary

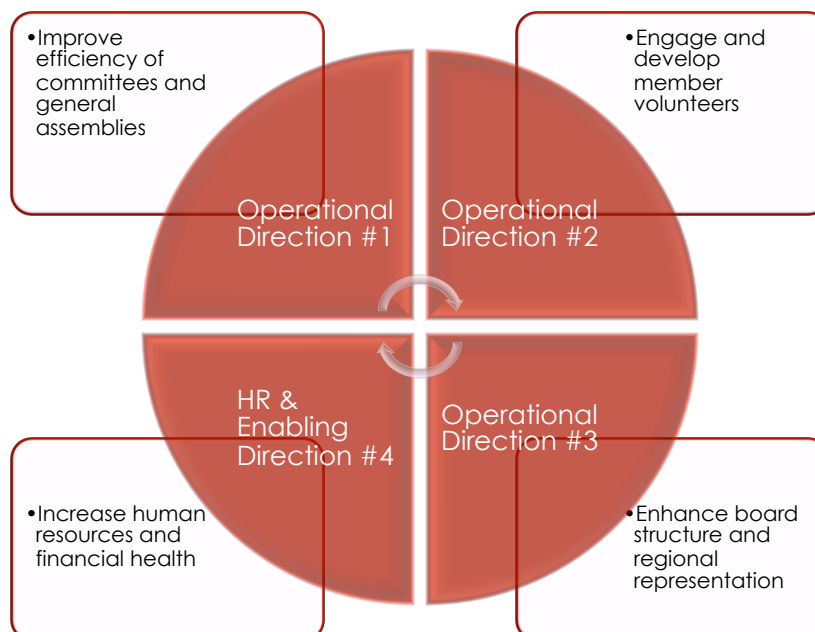
The CFMS Strategic Operations Plan 2017 – 2022 describes the strategy of the Canadian Federation of Medical Students for the next five years. It serves as a roadmap to enhance organizational effectiveness in the years to come, allowing us to build upon the goals laid out in the 2014-2017 Strategic Plan.

There is an introduction to the activities of the CFMS with our *Snapshot of the Organization*. In addition, our strategic planning process is reviewed in *Setting the Context: The Strategic Planning Process*.

This document lays out three operational directions and one enabling direction that seek to enhance the organization's governance and operations. The directions of the Strategic Operations Plan are complemented by metrics, which will be used to monitor our overall success in achieving the strategic directions over the next five years.

Also included is an Implementation Plan, created with action items that align with each Strategic Direction, allowing the Strategic Plan to be realized for our members. This Implementation Plan will be used to facilitate success in our Strategic Plan metrics. Each year, the CFMS Board will set annual priorities at its Fall Board Meeting based upon member input, member interests, current climate and issues, and standing position statements. These priorities will lay the foundation for portfolio work-plans and it is through these plans that the organization is held accountable by its membership. An updated Implementation Plan with annual priorities will be created yearly, building upon our year-to-year achievements.

The Plan was created by a steering committee of CFMS members, with input from our external consultant tap Strategy & HR Consulting and with significant feedback from key groups within CFMS, core external stakeholders and CFMS Past-Presidents.



## A Snapshot of Our Organization

The Canadian Federation of Medical Students (CFMS) was founded in 1977 in response to the recognized need for a national unifying body for medical students. As we celebrate our 40<sup>th</sup> year, the CFMS has grown from its humble roots to becoming the respected and trusted national voice for Canadian medical students. We represent more than 8300 students at 15 medical schools across Canada. In addition, the CFMS welcomes individual members from non-member Canadian medical schools in Quebec. At the CFMS, it is our mission to connect, support, and represent our membership while advocating for advances to Canadian healthcare.

The CFMS **connects** Canadian medical students and we seek to engage with our student members. Our cornerstone is [www.cfms.org](http://www.cfms.org) -- the online home of CFMS, available in both English and French. We also publish the *CFMS Annual Review*, a yearly magazine highlighting CFMS and medical student activities. Beyond connecting members to CFMS, we connect Canadian medical student with each other, through bi-annual meetings, numerous committees, programs and events. These student-to-student connections facilitate the sharing of local best practices across schools and create a sense of camaraderie among medical students,

The CFMS **supports** medical students with a wide variety of services and programs. We know our members value discounts as they undertake costly medical training and our discounts program includes disability insurance, laser eye surgery, hotels, medical apps for smartphones, and more. We also host online databases with reviews on Medical Electives and Residency Interviews. Our Student Initiative Grants support and enhance local initiatives undertaken by Canadian medical students. Our Global Health international exchanges provide opportunities for members to experience medical learning in diverse global environments. Finally, in recent years we have taken a deep and renewed focus in supporting the wellness of our members via wellness resources, a wellness member survey, and advocacy efforts.

The CFMS **represents** our membership at multiple forums. We provide the Canadian medical student perspective to our sister medical organizations, government, and other partners that are helping to shape the future of medical education, medical practice, and health care. Within Canada, we are proud of our work in medical education on projects such as the *Future of Medical Education in Canada*, the Physician Resource Planning Advocacy Committee, The Royal College's *CanMEDS 2015*, the *AFMC Student Portal*, enhanced CaRMS Online, and AFMC's Residency Match Committee. Our advocacy work includes a national Lobby Day in Ottawa where we discuss health policy topics with parliamentarians in an effort to bring about positive change, both for Canadian medical students and the patients we serve. Internationally, our Global Health Program represents the Canadian medical student voice abroad. In aggregate, CFMS represents its members to over 100 tables and committees each year.

Our CFMS Global Health Program (GHP) is vital within the CFMS. Focused on promoting health equity at home and abroad, the GHP represents Canadian medical students at the International Federation of Medical Students' Associations (IFMSA). Our Global Health Program also connects medical students for health equity initiatives across Canada. The CFMS Global Health Program works toward globally minded education and coordinates national projects related to global health.

The activities of the CFMS are diverse, relevant, member-driven, and steadily evolving. We are committed to serving our members through our vision of tomorrow's physicians, leading for health today.

## The Strategic Planning Process

The Canadian Federation of Medical Students created the first organizational Strategic Plan in 2011, with support from the General Assembly. An external consultant was hired to produce the Strategic Plan and an Implementation Plan was created by the then-CFMS President, Noura Hassan. That Strategic Plan served the organization for three years and was replaced by the second Strategic Plan in 2014.

Past-President Dr. Robin Clouston internally drove the 2014-2017 Strategic Plan with support and education from an external consultant, Dr. Jane Cook-Lauder. In a year-long strategic planning process, the Executive broadly engaged the membership. The 2014-2017 Strategic Plan, approved at AGM 2014, refocused the organization's mandate to enhance Education, Wellness, and Research, in addition to foundational programs. The 2014-2017 Strategic Plan *at-a-glance* can be seen in *Appendix #4*.

As the CFMS approaches its 40<sup>th</sup> anniversary and we, as an organization, reflect upon our progress and successes. We recognize that we have outgrown our current infrastructure as we continue to expand the way in which we serve our members and meet societal needs. Looking forward to the next 40 years, the organization requires a strategic plan with a different focus.

The 2017-2022 Strategic Operations and Human Resources Plan, the organization's third strategic plan, will **not** change our mandate, mission, vision, or values. Rather, it aims to outline organizational, operational, and governance changes to allow future growth and enabled the organization to better serve its members.

For this iteration, we have taken a different approach. Lead by CFMS Past-President, Dr. Anthea Lafreniere, this strategic planning process represents the most comprehensive and consultative process undertaken by the CFMS. It began in 2015-2016 with a broad internal, external, and membership mid-point evaluation of the 2014-2017 Strategic Plan. This feedback identified that we were making progress on many objectives, albeit slower than anticipated, mainly due to a lack of organizational capacity. It was also determined that this and future Strategic Plans should be created in five-year iterations to ensure adequate time for change management and evaluation.

The process continued with an internal needs assessment in 2016, surveying Executives, committee members, and student leaders as to internal organizational challenges. This occurred in parallel to a pan-medical education space analysis in collaboration with the Canadian Medical Association (CMA).

In Fall of 2016, a request for proposal (RFP) process was undertaken and an Ottawa based human resources and strategy firm, tap Strategy, was brought in as a consultant to assess the organization. A comprehensive report with suggestions was compiled in Spring 2017. The CFMS 2016-17 Executive and General Assembly including Medical Student Society Presidents, CFMS Representatives, the Global Health Program (GHP), National Officers, the Government Affairs and Advocacy Committee (GAAC), the Education Committee (EdCom), External Representatives and more at SGM 2017, used this report as the foundation for iterative feedback. It can be seen in *Appendix #5*.

Since SGM, the Strategic Plan Writing Task Force (SPWTF), comprised of CFMS Executive members, CFMS committee members, and local and national student leaders, have been reviewing thousands of pages of information and feedback to draft a preliminary plan. This preliminary plan was completed by the end of June. Throughout the month of July, this first-draft Strategic Plan was distributed to our CFMS key groups for feedback (Medical Society Presidents, CFMS Representatives, National Officers, Government

**TOMORROW'S PHYSICIANS**  
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Affairs and Action Committee, Education Committee, Global Health Program, and External Representatives). In addition, general CFMS members were given opportunity to comment via email and online survey. We also gained feedback from selected sister medical organizations. This feedback was aggregated into a penultimate plan in early August.

Feedback was sought on the penultimate plan via online survey and through a comprehensive web-conference session with the membership in early August. This feedback was again worked into the final draft and a tentative implementation plan was drafted. These documents, along with required bylaw and resolutions, were sent to the membership in advance of the 2017 Annual General Meeting (AGM). This full document is to be presented at the CFMS AGM in Ottawa in September 2017. It will serve as a guide for the organization for the next five years, from 2017 to 2022.

## Defining Organizational Terminology

*The CFMS strives to put in place governance best practices. In seeking to define and delineate its many organizational components, the CFMS will make itself better understood to its members. Form follows function, and, by better understanding the roles we want our component parts to fill, the CFMS can act more efficiently and effectively in fulfilling its mission to connect, support, and represent its members.*

**Canadian Federation of Medical Students (CFMS):** A registered not-for-profit organization with Corporations Canada that represents Canadian medical students.

**General Assembly:** The representative body of the CFMS, which meets twice annually at the organization's business meetings.

**General Meeting:** The twice-annual meeting of the CFMS General Assembly that serves as the organizational opportunity to approve or ratify resolutions as required as per the Canada Not-for-profit Corporations Act. This meeting is open to all members of the CFMS and allows members to direct the organization via resolutions, to receive organizational updates, and to engage with the fellow medical students.

**Board:** A group of individuals elected by the membership via the General Assembly to act on behalf of the members. Their purpose is to advance the Mission, Vision, and Strategy of the organization, while ensuring regulatory compliance and managing fiduciary responsibilities.

**Executive:** A colloquial reference to the Board or Board Directors. This term is being phased out in the 2017-2022 Strategic Plan.

**Director:** A board director who, in addition to their fiduciary responsibility to the CFMS, has joint management/operational tasks assigned.

**Vice-President:** A board director who, in addition to their fiduciary responsibility to the CFMS, has joint management/operational tasks assigned and is a signing officer of the organization as per Canada Not-for-profit Corporations Act.

**Regional Representative:** A board director who, in addition to their fiduciary responsibility to the CFMS, has a representative role. These individuals can be called on to support the goals and initiatives of the CFMS Directors and/or Vice-Presidents.

**Committee:** A skills-based group of members responsible for organizational operations. Committees can form subcommittees or task forces at their discretion.

**Roundtable:** A representative body, with individuals from each school comprising its membership, that provides insight into varying portfolios and allows for broad consultation of the membership whom they represent.

**Task Force:** A time-limited group of 4-12 people, typically content experts, brought together to complete specific tasks and provide concrete outputs or products for the organization and its members.

**File Lead:** A non-board director identified as the lead on a project, activity, or task.



# CFMS Human Resources & Operations Strategic Plan 2017-2022

## Operational Direction #1: Improve efficiency of committees and general assemblies

### Objectives:

1. Increase accountability and transparency of the organization to its membership.
2. Refine policies regarding the execution of General Meetings and the role of the General Assembly.
3. Increase the autonomy of Committees to decentralize decision-making and improve efficiency.
4. Strengthen representation of the general membership at General Meetings.

### Metrics: We will know success when...

1. The general membership feels knowledgeable about the process and criteria when submitting resolutions.
2. There is an increase in the number of position papers that are reviewed by the CFMS Board and Committee on Health Policy before submission to the General Assembly.
3. The CFMS policy base includes documents that inform the membership on Resolutions Submission and Position Paper Submission.
4. There is an autonomous set of core committees that execute the mission of the organization, with work-plans developed immediately post AGM and made available to members, with quarterly reporting.
5. The general membership feels adequately represented at the General Meeting from an increased proportion of votes.
6. The Governance Committee has been created and the Finance, Audit, and Human Resources Committee has been refined.
7. Members feel there is a clear organizational structure with mechanisms for accountability and oversight as a means to assess organizational productivity.
8. The CFMS board undergoes an annual priority-setting process at Fall Board Meeting, based upon AGM/General Assembly priorities, complete with portfolio specific work-plans, which will be reported upon throughout the year. Through this the organization enhances its communication of CFMS successes to its members, through enhanced transparency, accountability and increased membership engagement opportunities.
9. A larger proportion of General Meeting time consists of free-form discussions, including, but not limited to, small discussion groups and well-moderated large form discussion forums.

#### IMPLEMENTATION PLAN:

#	Action Items:	Responsibility:	Year
1.1	Implement a robust governance structure with <i>formalized committees, delegation of authority framework and clear reporting relationships.</i>	<u>PRESIDENT</u> <u>GOVERNANCE</u> <u>COMMITTEE</u>	2017- 2019
1.2	Create a <i>Governance Committee</i> that is responsible for ensuring that new and revised policies and/or procedures are compliant with CFMS' strategic vision, mission and mandate.	<u>PRESIDENT</u>	2017- 2018
1.3	Portfolio & Committee Workplans, married with Increased reporting of organizational activities to its membership.	<u>BOARD</u> <u>COMMITTEE</u> <u>CHAIRS</u> <u>VP COMMS</u>	2017- 2022
1.4	Craft a <i>Position Paper Submission Guideline</i> to allow for timely feedback for papers to be submitted to upcoming General Meetings.	<u>VP GA</u>	2017- 2018
1.5	Implement <i>recommendations of the General Assembly</i> for each General Meeting to improve efficacy and functionality.	<u>GM CHAIR</u>	2017- 2022
1.6	Empower the Resolutions Committee in the <i>selection and prioritization of resolutions</i> during the General Meeting.	<u>VP GA</u>	2017- 2018
1.7	Develop a transparent decision-making framework that empowers committees to enhance autonomous <i>operational decision-making capacity.</i>	<u>PRESIDENT</u> <u>GOVERNANCE</u> <u>COMMITTEE</u>	2017- 2019
1.8	Expand the Finance Committee to become the <i>Finance, Audit &amp; HR Committee.</i>	<u>VP FINANCE</u>	2017- 2018
1.9	Develop a <i>Terms of Reference</i> for all Committees.	<u>PRESIDENT</u> <u>GOVERNANCE</u> <u>COMMITTEE</u> <u>COMMITTEE</u> <u>CHAIRS</u>	2017- 2022
1.10	Establish a process for <i>consent agenda</i> in General meetings to increase decision-making capacity of committees.	<u>VP GA</u>	2017- 2019
1.11	Transfer oversight of daily operational activities of committees to <i>Committee Chairs</i> instead of Board members.	<u>PRESIDENT</u> <u>GOVERNANCE</u> <u>COMMITTEE</u>	2017- 2019
1.12	Explore restructuring the allocation of votes at General Assemblies. For example, consideration of an increase in the number of votes per school from 2 to 3. Ensure these changes are reflected in the organization's by-laws and clearly communicated to the General membership.	<u>GOVERNANCE</u> <u>COMMITTEE</u>	2018- 2020
1.13	Adopt and implement the recommendations of the CFMS Task Force on Resolutions (See Appendix #3)	<u>GOVERNANCE</u> <u>COMMITTEE</u>	2017- 2018

## Operational Direction #2: Engage and develop member volunteers

### Objective A: Optimize board and national officer timeline.

1. Offset board election timeline to maximize executive/board institutional memory and continuity.
2. Board election and national officer selection timeline optimizes institutional handover.

### Metrics: We will know success when...

1. Each CFMS member student, regardless of stage of training or member institution (i.e. including three year programs, distributed education site), feels they have adequate opportunity to run or apply for CFMS positions.
2. Opportunities for involvement are advertised to membership in a variety of modalities.
3. Each incoming executive/board member, national officer, committee chair/file lead, and CFMS representative feels that they receive adequate handover before the outgoing member officially concludes their role.
4. Each incoming executive/board member, national officer, committee lead, and CFMS representative feels adequately supported by other members in similar positions who are not going through a time of transition.

### Objective B: Strengthen institutional members and handover processes.

1. Communication from and between members holding positions should not be impeded by handover processes.
2. Ongoing partnerships and work with external organizations should not be impeded by the handover process and project momentum should continue to move in a forward direction despite handover.

### Metrics: We will know success when...

1. A single transition document or folder exists for every formal CFMS position. This document is updated on a yearly basis.
2. A minimum of one teleconference handover meeting occurs for each position. This meeting shall include, at minimum, the current and former representatives in that role as well as the VP or NO ultimately responsible for the position.
3. Each handover period is a minimum of 1 month in duration.

**Objective C: Increase support for member Volunteers.**

1. Members should receive adequate support from their UME administration to participate in CFMS activities.
2. Members should not be penalized academically for their involvement in CFMS activities.
3. Engage community, institutional, and other external partners in local and national advocacy initiatives.
4. Achieve diverse and fair representation of student members in CFMS GHP roles locally and nationally.
5. Improve collaboration with AFMC board member and sub-committee members to maximize the student voice.

**Metrics: We will know success when...**

1. Members feel that their involvement with the CFMS enhances, rather than detracts from, their academic experience and future career goals.
2. Every AFMC subcommittee has a student representative.
3. CFMS members feel that they are provided with the adequate skills and training to maximize impact in their medical schools, medical community, and community more broadly.

**IMPLEMENTATION PLAN:**

#	Action Items:	Responsibility:	Year
A.1	Evaluation of which Board positions should be elected at AGM and SGM and correlation with the selection of their corresponding national officer positions. See <i>Appendix #1</i> for a possible structure.	<b>PRESIDENT</b> <b>GOVERNANCE</b> <b>COMMITTEE</b>	2018
B.1	Review and revise the Terms of Reference for all executive officer positions and present them for adoption at AGM 2018.	<b>ALL EXECUTIVE</b>	2017-2018
B.2	Create and implement a consistent handover process for all executive/board/management positions in the form of a single, modifiable document for each portfolio outlining responsibilities, keep contacts, important dates, resources, etc.	<b>ALL ROLES</b> <b>SELECTED BY THE</b> <b>NOMINATIONS</b> <b>COMMITTEE</b>	2017-2018
C.1	Review absence policies for each medical school (during and after electives) and identify barriers for student participation.	<b>VP Ed, VP SA</b>	2018
C.2	Consider drafting formal Memoranda of Understanding with each UME administration regarding clerkship days off for CFMS meeting and event responsibilities.	<b>PRESIDENT</b> <b>VP Ed, VP SA</b>	2018-2019
C.3	Ensure each AFMC committee and working group has a minimum of one student member and liaises with the appropriate CFMS portfolio.	<b>VP GH, VP SA,</b> <b>VP Ed, VP GA</b>	2018

## Operational Direction #3: Enhance board structure and regional representation

### Objectives:

1. Enhance continuity of the board in the context of inherent rapid turnover.
2. Ensure board composition and number is in keeping with best organizational practices.
3. Increase board productivity.
4. Maximize regional representation.
5. Delineate more clearly board member roles.

### Metrics: We will know success when...

1. A standardized board member handover process has been created and is followed.
2. The board is representative while able to balance policy governance, management and operational functions effectively.
3. There is off-loading of operational tasks from board members and re-distribution of responsibility to committees, management & staff.
4. The proportion of time spent by regional representatives on board activities, including liaising with respective medical societies, exceeds the time spent on administrative-type duties.

### IMPLEMENTATION PLAN:

#	Action Items:	Responsibility:	Year:
3.1	Transition the role of board chair to the CFMS Past-President.	<u>PRESIDENT</u>	2017-2018
3.2	Change board member titles to the following: Director of Global Health, Director of Government Affairs, Director of Student Affairs and Director of Education. Maintain the titles of VP Finance and VP Communications.	<u>PRESIDENT</u>	2017-2018
3.3	Transfer the responsibility of facilitating the nominations committee from the Regional Representatives to a staff member or outside committee.	<u>PRESIDENT</u> <u>GOVERNANCE COMMITTEE</u>	2017-2022
3.4	A regional representative should replace the Vice-President of Communications as chair of the CFMS Representatives Roundtable.	<u>PRESIDENT</u>	2017
3.5	Adopt a dyad board model that places equal emphasis on representation and management duties of the board and enhances collaboration between directors/vice-presidents and regional representatives. See Appendix #2 for a suggested structure.	<u>PRESIDENT</u>	2018-2019

## HR & Enabling Direction #4: Increase human resources and financial health

### Objectives:

1. Effective use of funds aimed at sustainable fiscal health & programmatic support.
2. Continue ensuring appropriate revenue diversification along with any necessary revenue growth.
3. Ensure appropriate human resources strategy is consistent with organizational needs.
4. Enhanced support for volunteer coordination.

### Metrics: We will know success when...

1. Operational capacity increase, and transition of operational tasks to staff from executive & board.
2. Budget neutrality over multiple years.
3. Ideally no single revenue stream should exceed 35% of total revenue
4. Appropriate phase-in of new employees, starting 2017-2018.
5. Enhanced organizational memory.
6. Robust volunteer onboarding and support program.

### IMPLEMENTATION PLAN:

#	Action Items:	Responsibility:	Year:
4.1	Budget appropriate deficits in upcoming years	<u>VP FINANCE</u>	2017-2020
4.2	Build upon sponsorship framework and partnership to explore new possible sources of revenue	<u>VP FINANCE</u>	2018
4.3	Explore membership dues & core program(s) financing models, once budget neutrality reached.	<u>VP FINANCE</u>	2018-2020
4.4	Transition General Manager position to employee status	<u>PRESIDENT/GENERAL MGR</u> <u>VP FINANCE</u> <u>BOOK-KEEPER</u>	2018
4.5	Hiring of an executive director, and establishment of staff reporting structures (See Table 1 & 2)	<u>PRESIDENT</u> <u>VP FINANCE</u> <u>GENERAL MANAGER</u>	2018
4.6	Hiring of part-time administrative & IT/Communications support (See Table 1 & 2)	<u>PRESIDENT</u> <u>VP FINANCE</u> <u>GENERAL MANAGER</u>	2017-2020
4.7	Transitioning of current General Manager to part-time position	<u>PRESIDENT/GENERAL MGR</u> <u>VP FINANCE</u>	2019
4.8	Volunteer program launch and development of soft measures.	<u>PRESIDENT</u>	2019-2020
4.9	Establishment of volunteer onboarding process and longitudinal support.	<u>GENERAL MANAGER</u> <u>PRESIDENT</u>	2018-2020

**TABLE 1: CFMS HIRING TIMELINE FOR EXECUTIVE DIRECTOR AND SUPPORTING STAFF**

		2017 - 2018		2018 - 2019		2019 - 2020	
		H1	H2	H1	H2	H1	H2
<b>OPTION 1</b>	General Manager	•	•	•			
	Executive Director		•	•	•	•	•
	Part-time Volunteer Manager/Other Staff				•	•	•
	Part-time Admin Support					•	•
<b>OPTION 2</b>	General Manager	•	•	•			
	Executive Director			•	•	•	•
	Volunteer Manager/Additional Staff				•	•	•
	Part-time Admin Support	•	•	•	•	•	•

**TABLE 2: PROPOSED BUDGET FOR CFMS EXECUTIVE DIRECTOR AND SUPPORT STAFF HIRING**

		Budget		
		2017 - 2018	2018 - 2019	2019 - 2020
<b>OPTION 1</b>		\$69,375	\$34,688	
		\$41,550	\$83,100	\$83,100
			\$24,950	\$49,900
				\$49,900
	<b>Total Change from Current</b>	\$110,925	\$142,738	\$182,900
<b>OPTION 2</b>		\$69,375	\$34,688	
			\$83,100	\$83,100
			\$24,950	\$49,900
		\$49,900	\$49,900	\$49,900
	<b>Total Change from Current</b>	\$119,275	\$192,638	\$182,900
		\$61,775	\$135,138	\$125,400

**\*\*NOTE: COST PROJECTIONS ARE ESTIMATES AND MONEY FOR ADDITIONAL STAFF HAS BEEN BUDGETED IN 2017-18\*\***



## CFMS Human Resources & Operations Strategic Plan 2017-2022: What will be the impact?

This document has enunciated the human resource and operational goals and objectives for the organization. The CFMS Human Resources & Operations Strategic Plan 2017 – 2022 will be used to support the activities as defined by the 2014-2017 Strategic Plan over the next five years. The implementation of this plan will be undertaken through the passage of supporting resolutions and bylaw changes by the General Assembly as well as through the actions and efforts of the CFMS Board & Management Committee. It will be a foundational document used in decision making for the CFMS Board as well as the General Assembly.

## CFMS Strategic Plan Writing Task Force

### PROJECT LEAD:

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Vivian Ng, McMaster CFMS Representative

Jacqueline Carverhill, University of Saskatchewan Government Affairs & Advocacy Committee Representative

We extend special recognition to the contributions by the CFMS Task Force on Resolutions.

## Acknowledgements

The creation of this Strategic Plan would not be possible without the invaluable contributions of our internal stakeholders including:

- CFMS Executive Board
- CFMS Medical Society Presidents
- CFMS Representatives
- CFMS National Officers
- Government Affairs & Advocacy Committee (GAAC) Representatives
- Education Committee
- Wellness Committee
- Global Health National Officers
- Global Health Liaisons
- Global Health Advocates

We would also like to thank:

- Our past CFMS Executive Board members who provided critical feedback to our external consultants.
- Our sister national medical organizations Resident Doctors of Canada who contributed external stakeholder feedback.
- The Canadian Medical Association for their provision of professional development resources, which aided in the creation of this strategic plan.
- Our external consultant tap Strategy & HR Consulting and their representatives include Bruce Weippert, Terri Harrison, and Nick Ayre

We extend a special thanks to our General Manager Rosemary Conliffe, without whose insight we could not begin to understand the inner workings of our organization.

## APPENDIX #1

DIAGRAM 1: SUGGESTED CFMS ELECTION CYCLE

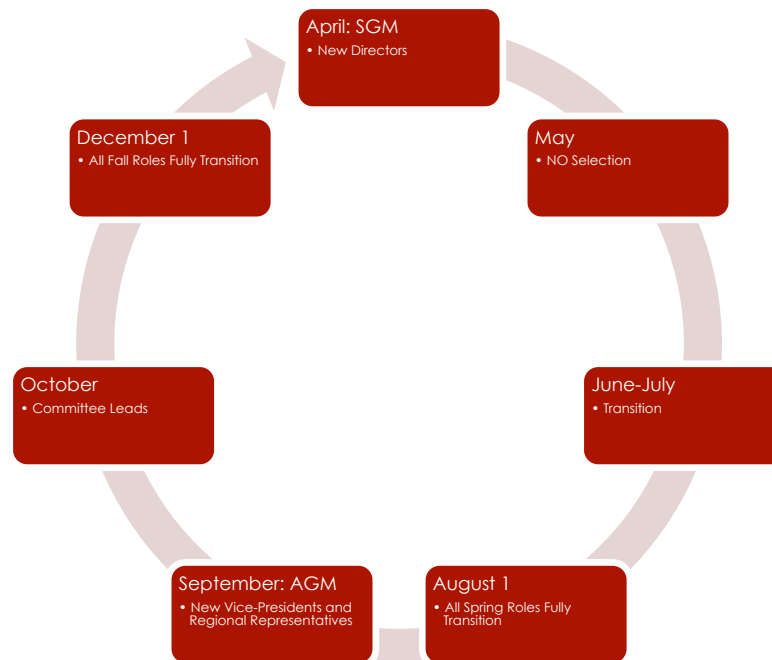


Diagram 1 above represents one possible model for the CFMS election and selection cycle and does not replace the suggested evaluation of Elections Timeline as designated to the Governance Committee for completion in 2018.

Rationale for staggering the election of the Directors (Director of Education, Global Health, Government Affairs, and Student Affairs) with that of the Vice-President Finance, Vice-President Communication, and the CFMS Regional Representatives is two-fold. Firstly, it provides more opportunities for membership to become involved in the CFMS. Secondly, it recognizes the benefit of preparation of management/operational portfolios over the course of the summer.

## APPENDIX #2

DIAGRAM 2: SUGGESTED DYAD BOARD MODEL FOR THE CFMS

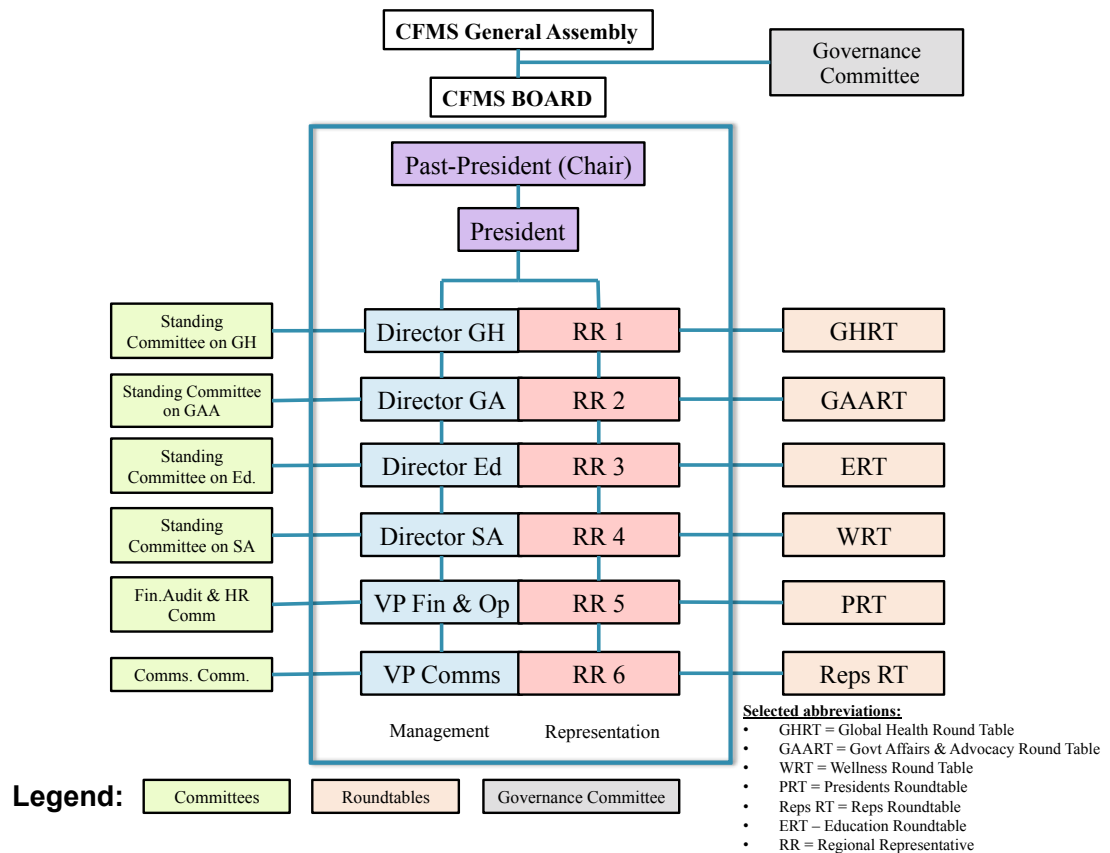


Diagram 2 above represents a suggested dyad board model as per Implementation Plan Action Item 3.5. Its purpose is to recognize the unique representation role of the CFMS Regional Representatives and to connect those Board Directors with the CFMS Round Tables, comprised of its portfolio-specific representatives from each member school. It also recognizes the unique value of the CFMS Standing Committees, whose members possess skills and knowledge necessary to execute portfolio-specific initiatives and projects. The dyad model serves to distribute decision-making to broader membership groups and provides clear and transparent means of communication between General Assembly, the Board, its member groups, and the membership at large.

### CFMS TASK FORCE ON RESOLUTIONS

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#### **PREAMBLE**

*The CFMS Task Force on Resolutions was created to make recommendations on an improved document approval process for the CFMS at its Annual and Spring General Meetings. For the sake of brevity in this document, position papers, policy papers, backgrounders, primers, terms of reference and other such documents will be referred to as “guiding documents” unless otherwise further specified.*

*The working group met over the summer of 2017 and discussed the recommendations below. The members, many of whom had significant experience with the CFMS, considered past conventions, general membership feedback as well as models outside the CFMS in its deliberations.*

#### **OBSERVED PROBLEMS**

1. Guiding document authors are often disappointed with unanticipated critical feedback and resistance that was not previously communicated prior to GM's.
2. Within the current system, it is possible for similar guiding documents to be presented at a GM thus creating possible redundancy in CFMS policy should they all be adopted.
3. The nature of issues that are debated are rarely about the spirit of a guiding document and rather tend to be about wording and content. These concerns generally comprise relatively minor adjustments that the authors do not oppose, but are not aware of beforehand.
4. Given that authors often feel obliged to attend at a GM in order to present their guiding documents, the current system may deter authors from participating in GMs in the future if their guiding documents are swiftly rejected.

#### **ROOT CAUSE ANALYSIS -- THE FIVE “WHYS”**

*The Task Force on Resolutions undertook the “five whys” approach to identifying root causes in its meetings. Acknowledging that there are multiple QI-based approaches, the Task Force believed it to be a useful preliminary exercise to break down observations into modifiable factors.*

1. Guiding document authors are often disappointed with unanticipated critical feedback and resistance that was not previously communicated prior to GM's. **Why?**
  - Concerns are only raised at GM's and not beforehand despite the one month lead-up time. **Why?**
  - Many student stakeholders only read papers shortly before a GM. **Why?**

## **APPENDIX #3**

- There is relative apathy and no requirement for stakeholders (e.g. President's Round Table, CFMS reps table, relevant committees of the CFMS, etc.) to read position papers beforehand. **Why?**
  - There is no formal obligation or enforcement that stakeholders are required to critically assess position papers. **Why?**
  - **There has been systems-level complacency, where the CFMS has dedicated time and energy to other initiatives than enforcing critical assessment.**
2. Within the current system, it is possible for similar guiding documents to be presented at a GM thus creating possible redundancy in CFMS policy should they all be adopted. **Why?**
- Authors interested in topics generally do not broadly seek potential collaborators in writing guiding documents and work in silos. **Why?**
  - There is an inefficient system for authors to collaborate on guiding documents. **Why?**
  - The CFMS has not established a well-integrated system to connect aspiring authors and ongoing efforts. **Why?**
  - A system that could make this possible has not yet been explored by the CFMS. **Why?**
  - **Developing such a system has not been a focus of the organization in the past.**
3. The nature of issues that are debated are rarely about the spirit of a guiding document and rather tend to be about wording and content. These concerns generally comprise relatively minor adjustments that the authors do not oppose, but are not aware of beforehand. **Why?**
- For many attendees, GMs are their first opportunity to give feedback on a guiding document. **Why?**
  - Authors rarely consult broadly for feedback and therefore are not able to access alternative perspectives. **Why?**
  - There is no current CFMS model to promote broad consultation and/or feedback. **Why?**
  - Such a model has not been explored to completion yet. **Why?**
  - **Developing such a system has not been a focus of the organization in the past**
4. Given that authors often feel obliged to attend at a GM in order to present their guiding documents, the current system may deter authors from participating in GMs in the future if their guiding documents are swiftly rejected. **Why?**
- There already exists a significant financial and time commitment required for individual students to attend a GM, which is often cited as a reason not to attend. **Why?**
  - Students do not feel that the return from presenting their paper at a GM is worth the financial and time investment. **Why?**

## **APPENDIX #3**

- There is a perceived lack of strong, meaningful discussion at general meetings. **Why?**
- There is a paucity of meeting time dedicated to free-flowing discussion, particularly around the direction of the organization as dictated by guiding documents. **Why?**
- **Much of GM time is spent on updates, guest speakers, and procedures.**

**KEY ISSUE: CFMS members and representatives have limited opportunity to provide feedback to authors of guiding documents prior to voting on them at a general meeting.**

### **RECOMMENDATIONS**

*These recommendations address the “root causes” identified above as well as current CFMS practices that the Working Group believes should continue.*

1. **We recommend** that each guiding document be reviewed by the following core CFMS stakeholder groups: CFMS Board, President's Roundtable, CFMS Representatives Roundtable, Committee on Health Policy. They should also be reviewed by elective committees (e.g. Education Committee for education-related guiding documents). All groups reviewing should provide feedback and suggestions 6 weeks prior to the GM. Broad engagement with stakeholder groups long before submission is mutually beneficial. The author groups receive tacit support from CFMS committees for their resolution and receive appropriate feedback to improve the quality of the papers. In turn, the CFMS continues to ensure a high standard of excellence for its guiding documents.
  - a. **We recommend** the following timeline for document submission:
    - i. Early deadline for feedback: 6 weeks before GM
    - ii. All feedback provided: 4 weeks before GM
    - iii. All documents submitted: 2 weeks before GM (urgent matters can be submitted later at the discretion of the chair) at which point they get emailed out to all delegates attending the meeting
  - b. **We recommend** that the circulation of documents to general membership is timed with Communiqué release.
  - c. **We recommend** that papers be emailed to the Committee on Health Policy for transcription onto a comments/suggestions-only Google document and will be responsible for disseminating to the elective committees.
  - d. **We recommend** regimented “checks” during the process of writing a guiding document. This may be an “opt-in” system, but it would need to be made crystal clear to aspiring authors that there is a high rejection rate among papers that do not seek out broad feedback.
    - i. By “checking in” with the core and elective stakeholder groups, this ensures that authors have ample opportunity to make necessary adjustments to guiding documents that they are drafting.

## **APPENDIX #3**

- ii. Papers get registered on an online form on the website; a notification of a registered paper goes to the NOHP, who reaches out to the authors and helps them reach out to core stakeholders within the CFMS
  - iii. A list of currently registered (but in-process papers) is available on the website with contact information for any student who would like to get involved in that project. A link to this list will be highlighted in CFMS Communiqués. The list will also be posted on the CFMS Facebook page and will be frequently updated.
2. **We recommend** that the CFMS institute a system whereby authors can direct their draft guiding documents to specific committees beyond core stakeholder groups for review and feedback, such as through a “checkbox” system online.
  - a. **We recommend** that there also exist a method by which the general membership can provide feedback through a secure online system.
3. **We recommend** that the CFMS retain the General Assembly as the final voting body to approve publication of a finalized position paper, policy paper, background, primer, bylaw, or other guiding documents that are brought to the General Assembly beforehand. Reports may be approved by the CFMS board as is the current practice. Committee and individual members of the CFMS are highly encouraged to be involved in the formation process of guiding documents to ensure success prior to the final vote.
  - a. **We recommend** the consideration of consent-agenda voting especially for the passing of bylaw changes and other internal facing documents.
4. **We recommend** that the CFMS consider models of increased time dedicated to free-flowing discussion, for example a “marketplace” model of discussion at a GM shortly before a resolutions session, where authors of guiding documents welcome individual questions and feedback on their resolutions in an informal setting. Through these informal discussions, many concerns specific to individual guiding documents that would otherwise need to be raised at the formal Resolutions Sessions can be discussed in a one-to-one setting between general delegates and authors. This would potentially expedite the process at the formal resolutions session and lead to a more efficient use of valuable time. A “marketplace” model could also facilitate networking among authors and attendees as well as an avenue whereby thorough discussion about next steps could be had.

### **AREAS FOR FURTHER EXPLORATION**

- Adoption of CMA model of “Emerging issues”
- Definition of “Fit” of guiding documents
- Clarification of types of guiding documents
- Education of Roberts Rules to the General Assembly
- Follow-up of guiding documents
- Review of Modified Robert’s Rules especially as it pertains to tabling of motions.



### **APPENDIX A:**

#### **Summary of Themes from General Membership Feedback**

##### *Improvement to Submission Process*

1. Advance submission deadline to give time for stakeholder groups to provide feedback to authors before the general meetings.
2. Post position papers early to give general membership enough time to review them.
3. We should not pass resolutions about the work a working group is going to do.
4. Adopt CMA model of emerging issues.
5. A deadline should be had for individuals to declare intent to write a position paper.
6. Have a mechanism by which the general membership can pick which resolutions and papers to debate.

##### *Improvements to Adoption Process*

1. Amendments should be made prior to the meeting.
2. It should be possible to make amendments to the motions/resolutions on the floor.
3. There needs to be more education about Robert's Rules to the general assembly.
4. Increase time allocated to the resolutions adoption process at general meetings
5. Have less essay/paper-based resolutions and more principle based.
6. Avoid swift rejection of resolutions.
7. The "executive takeover" of the resolutions debate sessions should cease.



# STRATEGIC PLAN: *At a glance*

## WHO WE ARE:

The Canadian Federation of Medical Students is the organization representing over 8,000 medical students from 14 Canadian medical student societies coast to coast. We represent medical students to the public, to the federal government, and to national and international medical organizations.

## MISSION:

The Canadian Federation of Medical Students is the national voice of Canadian Medical Students. We **connect, support and represent** our membership as they learn to serve patients and society.

## VISION:

**Tomorrow's physicians leading for health today.**

## VALUES:

- **Energy:** *We are a forward-looking organization that takes a proactive and innovative approach to problem solving.*
- **Equity:** *We aim for equal opportunities for all Canadian medical students and advance health equity for all members of society.*
- **Excellence:** *We strive to deliver the highest quality in all that we undertake.*
- **Empowerment:** *We motivate our members to take ownership of their medical education and transform ideas into actions.*

## GUIDING PRINCIPLES:

- The CFMS is a **member-driven** organization that is **relevant** to all medical students from admission through to transition to residency.
- The CFMS prioritizes institutional **transparency** through ongoing and active engagement of medical student societies and their constituent students.
- The CFMS celebrates **diversity** of all forms including race, national or ethnic origin, mental or physical disability, age, religion, sexual orientation and gender identity, and in turn, promotes the establishment of safe spaces for all.
- The CFMS recognizes the varied cultural, social and economic **context** within which medical students live.

<p><b>Strategic Direction #1:</b> <b>Increase member engagement</b></p> <ol style="list-style-type: none"> <li>1. Expose student members to CFMS early in medical school to establish relevance</li> <li>2. Maintain relevance throughout medical school</li> <li>3. Support local CFMS teams and encourage involvement in local CFMS activities</li> <li>4. Promote diverse representation of student membership in CFMS roles</li> <li>5. Welcome additional student members from Quebec</li> </ol>	<p><b>Strategic Direction #2:</b> <b>Support student members</b></p> <ol style="list-style-type: none"> <li>1. Expand, promote and facilitate access to relevant member benefits and services</li> <li>2. Champion student health and wellness</li> <li>3. Facilitate the exchange of ideas and experiences among medical students</li> <li>4. Expand ethical local, national and international opportunities for members</li> <li>5. Utilize public profile to support members in local advocacy issues and initiatives</li> </ol>
<p><b>Strategic Direction #3:</b> <b>Promote excellence in medical education</b></p> <ol style="list-style-type: none"> <li>1. Advance student values in medical education decision-making</li> <li>2. Empower Canadian medical students to lead local change in medical education, supported by best practices</li> <li>3. Promote measured reform of admissions to medical school and transition to residency</li> <li>4. Advocate for a Canadian medical education system which best supports the health needs of Canadians</li> <li>5. Enhance global health education</li> </ol>	<p><b>Strategic Direction #4:</b> <b>Mobilize the medical student voice</b></p> <ol style="list-style-type: none"> <li>1. Expand partnerships and affiliations with strategic organizations at the local, national and international level</li> <li>2. Increase the external visibility of the organization</li> <li>3. Create a streamlined process for evidence-informed CFMS external policy development</li> <li>4. Represent the medical student perspective in the evolution of the Canadian health care system</li> </ol>

## **Enabling Direction: Enhance CFMS organizational effectiveness**

1. Promote best practices in governance and accountability
2. Refine and formalize internal decision making processes
3. Meet CFMS human resource needs
4. Strengthen institutional memory
5. Formulate a framework for financial stewardship
6. Focus on continual quality improvement



# Canadian Federation of Medical Student Organizational Review Report

March 2, 2017

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# 1. Executive Summary

## 1.1 Objectives

tap Strategy was engaged by the Canadian Federation of Medical Students (CFMS) to conduct an organizational review of its current Board and staffing structure. The review was to be conducted between January and March 2017. Information to conduct the analysis has been obtained following a thorough review of CFMS documentation, interviews with key Board members, past and present, and with the General Manager.

Documents reviewed included:

- Board docs from multiple years
- AGM docs from multiple years
- CFMS Strategic Plan
- CFMS Strategic Plan mid-term evaluation
- Committee and Regional Reports
- CFMS bylaws
- Organizational Structure
- Description of roles

Interviews were conducted with:

- Rosemary Conliffe (x2) – CFMS General Manager
- Franco Rizzuti - Current President, Past VP Finance
- Jessica Bryce - Current VP Global Health
- Dr. Jesse Kancir - Current Alumni Officer, Past President (2013-2014), Past VP Finance, Past Ontario Representative
- Dr. Robin Clouston – Lead CFMS Strategic Plan 2014-2017, Past President (2012-2013), Past VP Communications, Past VP Student Affairs
- Dr. Kim Williams - Current RDoC President, Past VP Global Health, Past Western Representative

## 1.2 Overview

CFMS is a not-for-profit organization representing 8000+ medical students from 14 out of Canada's 17 medical schools (Moncton is still in process of joining). CFMS is run by a volunteer board with members made up from across Canada. The Board, made up entirely of medical students, is elected on an annual basis at two elections. CFMS holds two large meetings every year - the Spring Meeting and Fall AGM. The Spring meeting includes the election of the President elect who would begin a transition/handover with the incumbent President until the following Fall AGM. The Fall AGM includes the broader election for the remaining VP's. Each school has two votes (Moncton to be assigned one vote) and member of the Board 1. Elections are run by ranking each name on the ballot in order of preference (from top to bottom – 1, 2, 3...). Results are tabulated and winners declared. Board members are elected on an annual basis.

CFMS is currently made up of eight Board of Directors, 6 Regional Reps and two staff positions (p/t GM and p/t Bookkeeper). The Board is led by a President to whom all other Board members, Regional Reps and GM report to. The Board of eight, typically referred to as the Executive, includes a President, six Vice-

Presidents (VP) and the role of Past-President. The structure also includes the appointment by the President of an Executive Vice-President (EVP) who holds a duo role of VP and EVP (**SEE APPENDIX A**).

Given the current structure under which CFMS is student driven, the window of engaging students to participate on the CFMS Board is in fact quite limited, despite the fact that it represents over 8000 students from across Canada. Students are generally enrolled in a four-year med school program. It has been stated by various members of the Board that participation in the first year is extremely limited as students grapple with first year requirements at school. Likewise, the final year is often spent preparing for residency. Therefore, for the majority of students, the window of engagement to CFMS is only two years (year two and three), and one year for those enrolled in a three-year med school program. It is also recognized that the level of effort typically required on the Board for CFMS can at times be quite arduous, in many cases 20-40 hours per week. Considering the time constraints already existing for students as part of their ongoing studies, a high level of dedication is required.

CFMS is extremely active in a number of areas with each VP of the Board accountable for a different area. Assisting the Board are volunteer National Officers, elected from each school. CFMS headquarters are based in Ottawa. CFMS has two part-time employees – the General Manager and p/t bookkeeper. The GM role has had the same incumbent for the past 15+ years and is responsible for supporting the Board in a variety of activities and to lead in others. While the position is considered part-time, the incumbent does indeed work full-time (f/t). Overwhelmingly, each interviewed Director reported the GM role to being essential in the success of the organization. Indeed, the consensus has repeatedly been made that the organization would cease to operate if not for the efforts of the current GM incumbent.

CFMS is currently working through its second Strategic Plan (2014-2017). The Strategic Plan outlines 4 Strategic Directions and one Enabling Direction (**See APPENDIX B**). This second Strategic Plan was developed internally by current members of the Board and while several areas have been delayed in being implemented, the Board has confirmed that its major assumptions and conclusions are still valid to this day. The Board will soon need to determine if it will undertake development of a new Strategic Plan or simply renew and extend in its current form.

### 1.3 Summary of Recommendations

CFMS is an organization that finds itself at a crossroads in its evolution. By all accounts, CFMS has been quite successful in fulfilling its mandate of connecting students and medical schools from across Canada and to influence discussions impacting the sector. This point should be accentuated when considering that CFMS is a student-led association with one staff member. The work and dedication of all volunteers and staff should indeed be applauded and recognized. Nonetheless, CFMS is an organization that needs to consider carefully its future role and objectives. As its activities have grown, its structure has not. This has created pressure points throughout the organization as more demands are placed on the current volunteers and staff to perform, resulting in increased pressure and/or unrealistic planning and objectives due to lack of resources. Currently, one might surmise that the biggest hindrance to its success is indeed itself. Should the CFMS Board agree to maintain its current level of operations, it is possible that a status quo approach be taken, with minor changes. However, should the Board continue in its natural path to expand operations, it should consider carefully the recommendations found in this report to assist in developing a structure that will enable success now and into the future.

A summary of the major recommendations are included below:

## Board Structure

Revisions to the Board structure are being recommended to include a new Committee based approach. Such a structure will assist in better consolidating the work of the Board, allow for improved accountability and create an opportunity for improved succession planning. Each committee will include a Chair and two to three Directors and/or National Officers. It is being recommended as well that a new Executive Committee (EXCOM) be formed to allow for a more efficient handling of areas such as governance and strategic planning by a smaller group of the board. This has the duo benefit of ensuring these areas are well placed strategically within the organization and also to allow a smaller group of the Board to convene for matters where the whole Board no longer is required to. The new model also helps reduce the number of direct reports for the President as six Regional Representatives will now report through the EXCOM.

Additionally, recommendations are made to reorganize the Director compliment of the Board. The new Board compliment to include the President, three VP's, the Past President and three Directors. The President, three VP's and Past President to be considered the Executive of the Board, while the three additional Directors to be Directors at large. Each member of the Board will serve as Chairs of their respective committees. Another recommendation made is to eliminate the position of Executive Vice-President. This role, currently held by an existing VP is being eliminated as its value is not seen as warranted versus the additional workload it creates for an existing VP member. Its functions can be subsumed by the President and EXCOM, taking into consideration the efficiencies realized in such a new model.

## Elections

Recommendations are being made to change the election process at CFMS to increase the mandate of the Spring meeting from holding elections for just the President to also the new Executive of the Board (VP Education, VP Finance, VP Student Affairs). The Fall AGM will hold elections for the remaining three Directors at large. Such a change will allow for improved transition for the President Elect and three VP Elects with the current Board, improve continuity from one Board to the next and also allow the incoming Executive to play a greater role in the Fall elections of the remaining three Directors. This change will also assist in allowing the new Board to commence activities immediately following the Fall AGM by reducing required ramp up time.

## Strategic Plan

Following a review of the documentation and completion of personal interviews, additional recommendations have been cited for the Board to consider in the area of Strategic Planning. This report includes a recommendation that the Board takes a more proactive and strategic view of its financial status and position by adopting Financial Health as a new *Enabling Direction* under the Strategic Plan (ED#2 Financial Health). The primary objective of such a move would ensure that CFMS takes a longer term strategic view of its financial health by improving continuity of financial planning aspects vital to the continued success of CFMS.

Additionally, and in support of the above, it is strongly recommended that the Board consider the creation of a new Alumni program. Such a program can assist not only in possible revenue generation (fees and/or fundraising), but also to harness tens of thousands of graduated students for representational opportunities and as advocates for CFMS. An Alumni Strategic Engagement Plan should be commissioned by the Board.

Additional changes have also been recommended in support of internalizing with staff areas previously tasked to the Board. This includes a recommendation to move the International Exchange program from



Global Health to a new staffing model. The International Exchange program represents an important business line, with revenues up to \$50,000/yr), for CFMS which can be grown. The current program requires significant oversight and operational duties currently tasked to the Board and volunteers. Such a move will further assist in alleviating operational and support requirements under the board and minimize the risks due to lack of continuity on the board.

## Staffing

The current staffing structure of CFMS is seen to represent a variety of risks for the organization. Risks include issues with business continuity, succession planning, gap filling, workload and legal compliance under CRA. As well, since the GM joined the organization 15+ years ago, the organization and job requirements have evolved. Over the years, there have emerged gaps between the GM role and the requirements of the organization. Increasingly, needs around organizational and strategic planning, organizational effectiveness, including HR and IT, have grown beyond current staff capacity.

This report includes several recommendations designed to increase the staff compliment and internalize several areas previously tasked to the Board. Such a move will assist in de-operationalizing several areas of the board and reduce staffing risks associated with having only one staff member.

Primary recommendations include the introduction of a new f/t Executive Director role, a shift of the current GM incumbent to a newly formed Alumni Manager role, internalization of the International Exchange Program from the Board to under the Executive Director and centralization of several support activities to a newly created Administrative/Event Planning role.

It is also recommended that CFMS consider the development of a Volunteer Resource Management (VRM) strategy to better utilize and engage with volunteers at the HQ level to assist and compliment staff. With access to over 8000 medical students, development of a Volunteer Resources Management Program could be a significant untapped resource for areas such as communications, policy research, web site management, Administration and IT. Development of a volunteer program would also be an excellent opportunity to engage first year med students who otherwise are typically not overly engaged with CFMS.

## Accountability

Accountability amongst Board members at CFMS has been highlighted as a concern. While not seen currently at a critical level, there have nonetheless emerged several instances where lack of accountability has likely affected goals and deliverables from being completed in a timely manner. This is not uncommon of most volunteer Boards who much balance carefully the time constraints available from each volunteer with the requirements of the Board. In cases where the requirements increase, this places a heavier burden on each volunteer and increases the likelihood that some objectives may fall by the wayside. Proper planning and setting of expectations are crucial to managing a volunteer Board.

Recommendations include reverting back to the practice of each VP, or in the new structure, Committee Chair, to provide oral presentations and updates at each Board meeting. It is also recommended that the Board develop more detailed workplans for each committee at the beginning of each year with more realistic goals included in support of the strategic plan.

## Orientation

CFMS lacks a formal Orientation process for new Board members. Given the turnover on the Board and previous issues cited around continuity and knowledge transfer, CFMS should consider developing a more formal process to ensure that each new Director coming on the Board is provided with a proper induction to CFMS. This new process should ensure that each new Director is provided with information surrounding

the history of CFMS, its structure, by-laws, strategic plans and overview of each Board member's role. These aspects are vital in providing each new member with a launching pad from which to begin their tenure on the Board.

As well, CFMS should ensure that an introductory meeting, or conference call, with each new member is held to verbally welcome the new Board, discuss objectives, matters of governance and strategy and key areas of concern. This is an ideal time to discuss areas such as expectations.

## 2. SWOT Analysis

A SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) has been compiled following a review of all documentation and interviews.

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Low operational costs</li> <li>2. Well respected across Canada</li> <li>3. Well present, informed and involved in all major decisions related to medical education</li> <li>4. Does well to bring med schools across Canada together</li> <li>5. Strong base of students across Canada (8000+)</li> <li>6. Committed volunteer board</li> <li>7. Diverse range of activities performed</li> <li>8. Document management put in place to assist with continuity of data</li> <li>9. Strategic Plan and process</li> <li>10. Strong partnerships (MD Management)</li> <li>11. Solid financial model and standing to support current operations</li> <li>12. Operationally and structurally sound with well-defined structure, by-laws and election process</li> </ol>	<ol style="list-style-type: none"> <li>1. Lacks established governance practices as Board forced to be more focused on operational needs</li> <li>2. Lack of resources available holding org back both at Board and staff level (e.g. – policy development)</li> <li>3. Structure creates continuity issues with year over year turnover to most Board positions</li> <li>4. Board is more representative than skills based due to election format</li> <li>5. Lack of leadership development opportunities for Board to groom and develop its future VP's and President</li> <li>6. Lack of support available to board. Board required to spend too much time on admin related issues</li> <li>7. Board accountability limited</li> <li>8. Non-core functions such as organizational effectiveness, HR, IT, Web, etc... lack sufficient ownership</li> <li>9. Flat structure results in 14 people reporting directly to President (too many)</li> <li>10. Inconsistent orientation</li> <li>11. Workload on each VP too high given time requirements already required by students</li> <li>12. Time lag between VP elections and National Officer ones and time required to get everyone up and running can create a significant amount of wasted time (1-2 months)</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Prioritize Financial Health in the Strategic Plan (ED#2) through the ongoing development of funding opportunities such as membership fees, partnerships, fundraising</li> <li>2. Prioritize Organizational Effectiveness (ED#1) with a board member</li> <li>3. Engagement of large untapped alumni base (approximately 2000 graduates per year) – fundraising, membership fees, advocacy, representation)</li> <li>4. International Exchange Program could be leveraged into a stand-alone business line internally managed</li> </ol>	<ol style="list-style-type: none"> <li>1. One staff member model creates significant memory and operational risk should the GM ever leave CFMS</li> <li>2. Year over year elections may result in a “bad year” creating an underperforming board in any year</li> <li>3. Lack of leadership experience at times inherent in student board (not knowing what you don't know)</li> <li>4. Financial stability should partnerships ever be changed.</li> <li>5. Global Health outgrowing its current volunteer structure (additional resources required)</li> <li>6. Improper vetting of potential new partnerships</li> </ol>

5. Restructuring of Board to create a more efficient committee structure better supported by internal staff	
6. Succession Planning for GM role. Opportunity to consider future requirements, gaps, strategies	
7. Centralize core functions internally with staff	
8. Introduce more formal orientation practices to new board members.	
9. Introduce additional accountability measures	

### 3. Summary of Challenges

The following is a summary of challenges commonly identified throughout the review and interview phases.

Board Structure	
Structure	The current structure of the Board may be seen as too flat with the entire Board and GM (14 people - VP's, Regional Rep's, GM) reporting directly to the President. This places a heavy burden on the role of the President.
Structure	The Board is beginning to struggle with its requirements as a Governance board as it is required to focus most of its efforts on operational requirements. As the Board is required to focus more on day to day operations, issues surrounding organizational effectiveness, human resources and governance are inclined to fall to the wayside.
Structure	The Board is extremely active in many areas and might consider a more consolidated approach through the better use of a Committee structure.
Governance	Ownership of the Governance function is split amongst President, Past President and VP, Finance. Better consolidation/ownership may be warranted.
Continuity	Continuity at the Board level is seen as an ongoing concern given the annual turnover due to the election process. Continuity only occurs at the President level where the incumbent is on the Board for at least 2.5 years (six months President Elect + one year President + one year Past President). The issue of continuity should not be a surprise given the reality that CFMS is a student led organization with a two-year window of opportunity to engage most students and coupled with annual elections. Notwithstanding there are several areas which can be adjusted to help in this area.
Structure	The current model can, in many ways, be seen as holding CFMS back as work requirements are increasing, support offered inadequate, coupled with existing student requirements.
Leadership Development	The Board structure does not enable adequate leadership development as turnover occurs annually. There are no natural succession plan opportunities available for the VP's or President (no grooming opportunities).

Executive Vice President	The EVP is a duo role held by a current VP and appointed by the President with additional duties. This creates a heavy burden on the incumbent.
Executive Vice President	Currently, EVP is only allowed to be held by a final year student, meaning they cannot be voted in as President the following year. This presents a lost opportunity to develop leadership. The prior approach was different but it was felt it created a biased election where it was expected that the EVP would be the President the next year. So bylaws were changed. It is a sound rationale, but a lost opportunity.
Support	Board needs additional support. Currently too engaged in Administrative related activities.
Global Health	Global Health continues to grow, is financially viable and sustainable yet appears to struggle to remain within the current CFMS structure.
International Exchange Program	The International Exchange Program is embedded within the Global Health Program, with costs absorbed by Global Health. Operational requirements and demands are extremely high for the Exchange Program with 120-160+ exchanges a year and may require more dedicated resources than those available on a volunteer board.
<b>Elections</b>	
Elections	Elections are not truly representative as only about 150 of the 8000+ members are able to come to a meeting.
Elections	Make it more skill-based instead of regional.
Elections	Not enough transition between incoming and outgoing VP's.
Continuity	Not enough continuity on the Board other than President who is expected to be on the Board for 2.5 years (6 months President Elect + one year President + one year Past President).
Elections	Make sure National Officer elections occur immediately after the Fall VP elections. Currently there can be a month or so lag and with ramp up time to December can mean a lot of wasted time between fall elections and when National Officers are elected and ready to go.
<b>Staffing Structure</b>	
Continuity	Clear risk of having the GM as the only staff member (GM). Succession Plan needs to be put in place immediately to mitigate against these risks.
Structure	More staff needed to better support CFMS Board, its activities and to ensure continuity. Board needs to better differentiate itself between operational and governance. On the operational side, it is bogged down on admin related duties. Would be better to consider internalizing more functions with staff (HR, IT, Comms, Web).
Operations	Web site needs to be worked on. Needs better ownership of VP's or at staff level to populate content.
Structure	Senior level staff person should be in place to help drive overall structure of CFMS and provide better continuity around organizational effectiveness. Currently these issues percolate up and down on an annual basis as a board is elected, but then nothing materializes as board is replaced.

Staffing	Any new staffing structure should consider adding someone with Events Planning Experience as this is a big load and often is left to students with no experience to coordinate and arrange large meetings.
<b>Accountability</b>	
Accountability	High functioning Board but still exists issues with lack of accountability should tasks or deliverables not be completed.
Accountability	Transfer of knowledge across Board and in some cases lack of understanding of what each VP is responsible for may feed into accountability issues.
Accountability	VP's no longer present their reports at each meeting. Only written reports are submitted. Process was changed to allow Board more time at meetings to focus on other aspects and presentations.
<b>Orientation</b>	
Orientation	Lack of a consistent Orientation process for the Board. Appears ad hoc and entirely up to the President. Some years better than others. A more formal process should be adopted.
Orientation	Descriptions found in bylaws. Should consider having better terms of reference for each VP.
<b>Strategic Plan</b>	
Membership	General consensus that membership needs to be better engaged.
Board	Enabling Direction #1 – Organizational Effectiveness lacks adequate ownership on the Board. Elements are broken up amongst several people.

## 4. Recommendations

The following recommendations are made in support of the following key areas:

- I. Board Structure
- II. Elections
- III. Strategic Plan
- IV. Staffing Structure
- V. Accountability
- VI. Orientation

## 4.1 Board Structure

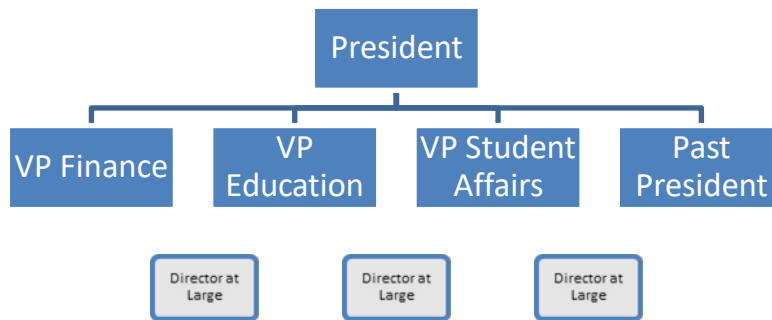
A new Committee-based structure for the Board is being recommended in order to better consolidate the work of the Board amongst members, ensure better accountability as each committee will include three to four Directors and/or National Officers, be required to meet quarterly, and to create a model where not everyone reports directly to the President. The new structure will also allow for the creation of a new Executive Committee (EXCOM) which will allow for a smaller number of Board members to come together to deal with specific issues (governance, strategy), thus not requiring the effort of the entire board. The EXCOM will also allow for the consolidation of Governance and Strategic matters thus ensuring raised status of these areas on the Board. To further assist in better distribution of work throughout the Board, it is also proposed that the Regional Rep's report up through the EXCOM. **(See 4.1.1 Proposed New Board Structure).**

In the new structure, the number of individuals on the Board shall remain the same, however, the structure reorganized. The new Board shall include the President, three VP's, the Past President and three Directors at large who shall serve as Chairs of their respective committees. The position of Executive Vice-President is recommended to be eliminated. This role, currently held by an existing VP is being eliminated as its value is not seen as warranted versus the additional workload it creates for an existing member. Its functions can be subsumed by the President and EXCOM.

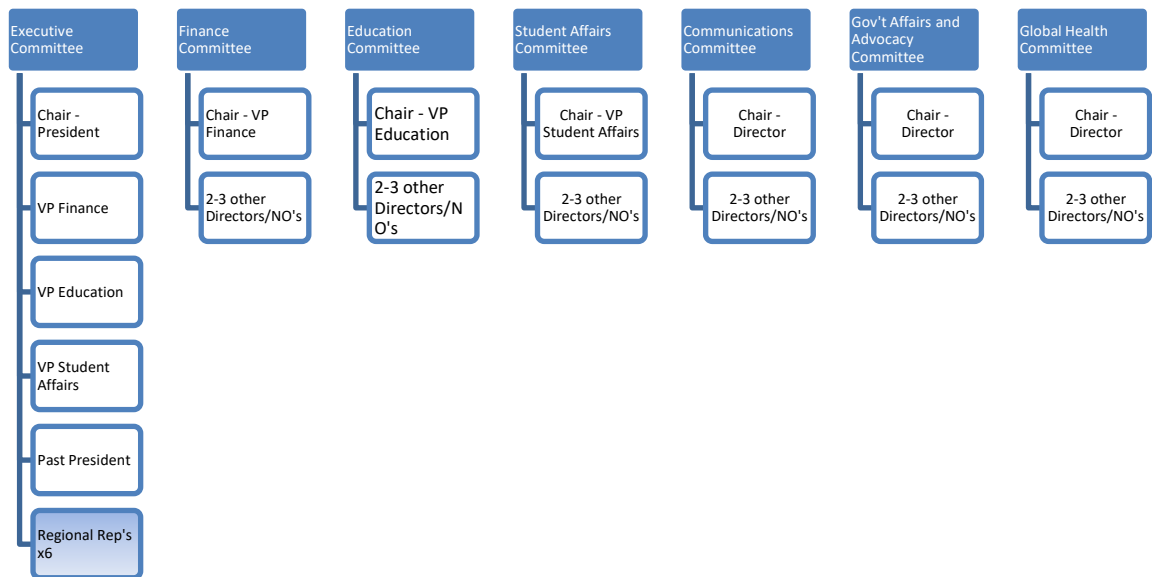
1	<p>Change the structure of the CFMS Board to be Committee based with the following established committees <b>(see 4.1.1 Proposed New Board Structure)</b>:</p> <p>Executive Committee (EXCOM) – Chair/President Finance Committee (FINCOM) – Chair/VP Finance Education Committee (EDUCOM) – Chair/VP Education Student Affairs Committee (SAFCOM) – Chair/VP Student Affairs Communications Committee (COMMCOM) – Chair/Director Government Affairs &amp; Advocacy Committee (GOVCOM) – Chair/Director Global Health Committee (GHCOM) – Chair/Director</p> <p>Each Committee to be headed by one Chair and include two-three other Directors/National Officers.</p> <p>Creating a Committee-based structure will enable improved knowledge transfer between members, increase accountability amongst Board members and assist in succession planning opportunities.</p> <p>The Board to develop Terms of Reference for each committee and annual workplans accordingly <b>(see V. Accountability)</b>.</p>
2	<p>Change the makeup of the Board <b>(see 4.1.1 Proposed New Board Structure)</b>:</p> <p><u>Current</u> 1 President</p>

	<p>1 Executive Vice-President  6 Vice-Presidents (Communications, Education, Finance, Global Health, Government Affairs and Advocacy, Student Affairs)  1 Past President</p> <p><u>Proposed</u>  1 President  3 Vice-Presidents (Finance, Education, Student Affairs)  1 Past President  3 Directors at large to be Committee Chairs (Communications, Government Affairs and Advocacy, Global Health)</p> <p>Rational for these changes is as follows:</p> <ul style="list-style-type: none"> <li>i) The current Board is seen as being quite large and flat, with everyone reporting to the President;</li> <li>ii) The new structure will assist in better distributing work throughout the Board.</li> </ul>
3	<p>The newly established Executive Committee (EXCOM) will allow for a smaller number of Board members to convene more easily to deal with specific matters arising, thus not requiring the effort of the entire board. The EXCOM will allow for the consolidation of Governance and Strategic matters thus ensuring raised status of these important areas on the Board. TORs to be developed. The EXCOM shall be chaired by the President and members include the VP Finance, VP Student Affairs, VP Education and Past President.</p>
4	<p>The elimination of the Executive VP position on the Board is recommended for the following reasons:</p> <ul style="list-style-type: none"> <li>i) The role is currently held by an existing VP which reportedly creates too heavy of a workload;</li> <li>ii) The responsibilities of the role can largely be subsumed by the President and members of the EXCOM;</li> <li>iii) Elimination of the position assists in creating a lighter Board;</li> <li>iv) The strategic advantage of the position being a potential successor to the President was lost as a result of changing by-laws and only allowing a last year student in to hold the position.</li> </ul>
5	<p>The structure is also recommended to be changed to have the Regional Rep's report through the EXCOM instead of directly to the President.</p>

#### 4.1.1 Proposed New Board Structure



#### Proposed Committee Structure





## 4.2 Elections

Current elections are held twice a year at both the CFMS Spring Meeting (for the President Elect) and the CFMS Fall AGM (for all remaining VP's). The current structure allows for each school to have two votes (Moncton when joins will be allocated one), and each VP one vote. The current format allows for good transition for the President as he/she is elected at the Spring meeting and then approximately six months' transition with the current President until the following elections at the Fall AGM.

The same is not in place for the VP's which does create risk for the organization. It has also been noted that the board should place greater attention to ensuring it acquires the best skills for each VP. Currently it is seen as more a representational model.

Recommendations include:

1	<p>Changing the election cycle so that all VP's, including the President, are elected at the Spring Meeting. In the newly proposed model, this would include the election of the VP Finance, VP Education and VP Student Affairs along with the President.</p> <p>Rationale includes:</p> <ul style="list-style-type: none"><li>i) Electing the "Executive Members" (VP and up) of the Board at the Spring meeting will allow for a better transition as each VP-Elect would benefit from the additional handover with the incumbent before taking over the role in the following fall.</li><li>ii) Such a move would create better continuity on the Board and allow for a more cohesive Executive team with more time to prepare before taking over.</li><li>iii) Having the Executive (President and three VP's) in place in the Spring would also allow for a quicker start following the Fall AGM and election of the remaining Board, providing a faster ramp-up time.</li><li>iv) Having the Executive in place prior to the fall elections could also assist in improved/enhanced screening of the fall candidates for the remaining director positions.</li></ul>
2	<p>The CFMS Fall Election would be held to elect the remaining three Directors at large who would hold the roles of Chairs for the Communications, Government Affairs and Advocacy, and Global Health Committees respectively.</p>
3	<p>Currently, the National Officer elections are to occur shortly after the Fall AGM elections. With delays and ramp-up time for new incumbents, it has been reported that significant time is lost before new VP's and Board members can become fully engaged. Often it is estimated to be two to three months' delay (December) before all National Offices are up and running.</p> <p>It is recommended that National Officer elections occur immediately after the Fall AGM elections to minimize the gap.</p>

### 4.3 Strategic Planning

In support of the Board restructuring, several recommendations pertaining to overall CFMS strategies should be considered by the Board.

Financial Health should be adopted as a new Enabling Direction under the Strategic Plan for the organization (ED#2 Financial Health) to ensure the organization can continue to resource itself as it evolves and that proper planning and transfer of knowledge is transferred year over year by outgoing Boards. Elements of a new ED#2 Financial Health would include planning around new programs seen to be financially viable and beneficial to CFMS such that it ensures it takes a strategic view of its funding mechanisms and opportunities. Such an approach would ensure better continuity of longer term financial planning aspects vital to the continued success of CFMS.

In support of a new ED#2 Financial Health, it is strongly recommended that the Board consider the creation of a new Alumni program to assist not only in possible revenue generation (fees and fundraising), but also to harness tens of thousands of graduated students for representational opportunities and as advocates for CFMS.

In the newly proposed structure, Governance and Strategic Planning would fall under the responsibility of the EXCOM. Both these elements are critical to the ongoing success of CFMS and have lacked leadership. Oversight by the EXCOM will ensure proper placement within the organization and allow for increased continuity and transfer of knowledge from one board to the next.

Lastly, it is being proposed that the International Exchange program be transferred from Global Health to a new staffing model (see 4.4.1. Staffing Structure). In its current format, the program is embedded in the Global Health team. With approximately 120-160 exchanges per year, the program requires significant operational duties currently being handled by volunteers on the Board, including 4 National Officers. As an important revenue generator for CFMS (up to \$50,000/yr), it is felt that it may have outgrown the capabilities of a volunteer team and should be internalized with direct oversight by management. Internalizing under staff will also assist in alleviating operational and support requirements under the board and minimize the risks due to lack of continuity on the board.

1	<p>Financial Health to be adopted as a new Enabling Direction under the Strategic Plan for the organization (ED#2 Financial Health). If adopted, the Board should develop terms of reference accordingly.</p> <p>Rationale includes:</p> <ul style="list-style-type: none"><li>i) to ensure the organization prioritizes taking a strategic view of its funding mechanisms and opportunities;</li><li>ii) to ensure proper long-term objectives are followed to resource itself as CFMS evolves;</li><li>iii) to ensure continuity of CFMS financial strategies and transfer of knowledge year over year between Boards.</li></ul>
2	<p>The CFMS Board should consider the creation of a new Alumni group. With an estimated 2000 graduates per year, an Alumni represents a significant untapped resource for CFMS, both in terms of potential revenue through annual alumni fees or fundraising, and in representational and advocacy opportunities. It should be expected that many graduates potentially hold positions of influence in the public sector, private sector and within medical schools</p>

	<p>themselves. There represents significant opportunity to leverage such alumni to represent and advocate on behalf of CFMS.</p> <p>It is recommended that the CFMS Board develop an Alumni Business Plan prior to making any final decision. The Plan would include Alumni engagement strategies and possible fee or fundraising goals.</p> <p>If adopted, it is recommended that this Alumni program be internalized and managed by staff with assistance from the current four National Officer volunteers (<b>see 4.4.1. Staffing Structure</b>)</p>
3	<p>Governance and Strategic Planning should fall under the responsibility of the newly created Executive Committee (EXCOM). Both these elements are critical to the ongoing success of CFMS and have lacked leadership as functions are distributed amongst several Board members. Positioning under the EXCOM will ensure proper strategic placement within the organization and allow for increased continuity and transfer of knowledge from one board to the next.</p> <p>This would entail the EXCOM with oversight of ED#1 Organizational Effectiveness.</p>
4	<p>Transfer the International Exchange program from Global Health to a new staffing model (<b>see 4.4.1. Staffing Structure</b>).</p> <p>The current program is embedded in the Global Health program and is involved in approximately 120-160 exchanges per year, generating approximately \$50,000/yr. Most activities are conducted by four National Officers.</p> <p>It is recommended to internalize this program with staff, who would manage the program with the assistance of the four volunteer National Officers.</p> <p>Rationale includes:</p> <ul style="list-style-type: none"> <li>i) The International Exchange Program is a successful program requiring significant oversight and administration. The program is extremely operational in nature and should be managed accordingly.</li> <li>ii) The International Exchange Program represents an important revenue generator for CFMS (up to \$50,000/yr) and requires additional management oversight to ensure future growth.</li> <li>iii) Providing direct Management oversight allows for increased continuity and control mechanisms year over year.</li> <li>iv) Internalizing under staff will also assist in alleviating operational and support requirements under the board and minimize the risks due to lack of continuity on the board.</li> </ul>

## 4.4 Staffing Structure

The current staffing structure of CFMS is seen to be a significant risk for the organization. In its current structure, the vast majority of responsibilities are housed in one GM role. This carries significant operational risk should anything ever happen to the incumbent. The GM currently is responsible for most day to day activities and for supporting the Board. The GM, by virtue of having held the position for the previous 15+ years, holds most of the corporate memory. No succession planning has been conducted to date, nor is there any natural transfer of knowledge opportunity given the current staff compliment. Indeed, in the current model it is extremely difficult for the GM to take vacations longer than a couple of weeks due to work requirements. At present, the GM is a part-time (p/t) position. In reality, however, the GM is working almost full-time.

It would be wise for the Board to undertake a succession planning exercise for the following reasons:

1. mitigate against the risks should the GM ever be unable to perform her duties;
2. to allow the GM to contemplate any retirement planning;
3. to allow the GM to explore new challenges within CFMS;
4. to allow proper gap filling coverage within CFMS such that the GM may take regular vacations.

Coupled with the above risks are risks associated by the CFMS contracting practices for the GM and Bookkeeper. Currently both are under independent contractor contracts which are seen to contradict guidelines, criteria and definitions established by CRA which would ordinarily have both defined as employees. Under employee contracts, CFMS would be required to deduct at source all statutory requirements, including making employer contributions to CRA. As independent contractors, these statutory deductions and contributions are not being made. If ever audited by CRA, CFMS could be held accountable for not only back taxes and contributions owed, but also penalties and/or fines. CFMS should consider moving all staff onto proper employee contracts.

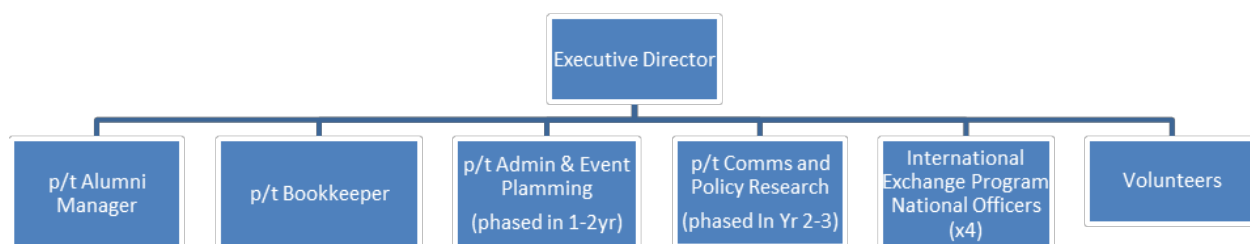
Recommendations to the staffing structure include introduction of a new f/t Executive Director role, a shift of the current GM incumbent to a newly formed Alumni Manager role, internalization of the International Exchange Program from the Board to under the Executive Director and centralization of several support activities to a newly formed Administrative role. Coupled with these should be a better utilization of volunteers to assist wherever possible.

1	<p>New Executive Director - The recruitment of a new Executive Director (ED) for CFMS should be seen as a high priority for the organization in order to ensure required skills are in place to help drive and shape the future of CFMS. A new ED with strategic planning, financial planning and a vision to help guide CFMS into the future would greatly offset the vast majority of risks and challenges currently being faced by CFMS.</p> <p>A new ED role would play a major role in providing continuity around organizational effectiveness, strategic planning and Human Resources. Currently these issues appear to percolate up and down on an annual basis as a board is elected, but then risk inactivity as the board is replaced. A new ED role would be able to better own these pieces to assist in driving key initiatives forward for the Board, year over year regardless of annual elections and new boards.</p>
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	<p>The staffing structure should be seen as a key strategy to combatting the risks identified with lack of continuity on the Board.</p> <p>Rationale includes:</p> <ul style="list-style-type: none"> <li>i) Creation of a more senior level position within the organization.</li> <li>ii) Heightened skills in areas of strategic planning, financial planning and Human Resources.</li> <li>iii) Helps drive key issues for the board year over year.</li> <li>iv) Creates better continuity at the staffing level by increasing staff compliment.</li> </ul>
2	<p>GM to p/t Alumni – the current GM is under tremendous pressure within the current CFMS structure to ensure activities of the organization continue. With only a p/t bookkeeper to assist, the vast majority of duties fall under the GM role. The GM role is seen to be overworked given the GM likely works more than a full-time workload while supposedly only being part-time, has no gap-fill to assist when she is away ill, and is not able to take sufficient holidays throughout the year as a result.</p> <p>The current GM has been with CFMS for over 15 years and has expressed a desire to discuss future retirement plans and/or to discuss the possibility to pursue new opportunities within CFMS in hopes of ensuring that any transition would have minimal impact on CFMS operations.</p> <p>The adoption of a new alumni group would be an ideal opportunity for the GM to be engaged with as she has been fully engaged with students, is passionate about the project and could possibly be more in line with her p/t status.</p> <p>Rationale includes:</p> <ul style="list-style-type: none"> <li>i) Allows for a natural transition from GM role to Alumni Manager.</li> <li>ii) Maintains corporate memory within CFMS.</li> <li>iii) Allows for an easier onboarding of a new Executive Director given the GM will still be engaged with CFMS.</li> </ul> <p>Mitigates against some of the continuity risks at CFMS given both Executive Director and Alumni Manager roles could gap fill each other as required.</p>
3	<p>Part-time Admin &amp; Event Planning – either immediate or phased in over time, the CFMS Board should consider adding a p/t Admin &amp; Event Planning role. Support to the board is an ongoing concern and would be best internalized with staff. A significant amount of time is also spent on event planning (meetings, Lobby day, etc...) so seeking candidates with event planning experience should also be considered. Creation of this role would also alleviate the support requirements for other staff. If budgetary constraints do not permit the creation of this new role immediately, then a phased in approach over a year or so should be agreed to.</p>
4	<p>Part-time Communications &amp; Policy Research – likewise, either immediate or phased in over time, the CFMS Board should consider adding a p/t Communications &amp; Policy Research staff. In the current context, it is reported that the board has limited time to spend on important</p>

	<p>matters such as policy research. As well, areas around communications, web site, etc... currently handled by the board could be internalized. Such a position would further alleviate some of the support and operational requirements for the board and support the Board with CFMS white paper research requirements. If budgetary constraints do not permit the creation of this new role immediately, then a phased in approach over a one to three-year period could be agreed to.</p>
5	<p>Contracting risk under CRA - CFMS currently has two p/t staff - the GM and Bookkeeper. Both are under independent contractor contracts which contradict guidelines, criteria and definitions established by CRA which would ordinarily have both defined as employees. CFMS is at risk for not properly deducting, contributing and remitting all statutory requirements under CRA guidelines for employees. If ever audited by CRA, CFMS could be held accountable for not only back taxes and contributions owed, but also penalties and/or fines. CFMS should consider moving all staff onto proper employee contracts.</p>
6	<p>Better engagement of volunteers at CFMS HQ – CFMS should consider carefully the need to better utilize and engage with volunteers at the HQ level to assist and compliment staff. For a not-for-profit organization, volunteers are a key resource which should be tapped to assist or fulfil duties which otherwise cannot be resourced by staff. CFMS is in a fortunate position of having access to over 8000 medical students. Development of a more robust volunteer program could be a good opportunity to engage first year med students who otherwise are typically not overly engaged with CFMS. Engagement of first year students would further assist in stewarding engagement in years two and three. Areas such as communications, web site management and content and even IT can typically be resourced effectively by volunteers. Given CFMS’ access to students across Canada, this would appear to be an untapped resource.</p> <p>If interested, CFMS should task staff to develop a Volunteer Resource Management (VRM) strategy, including engagement, retention strategies and position descriptions and volunteer agreements. A VRM Strategy should also assess and recommend the management structure. Oversight of the Volunteer Program at CFMS could be provided by either the newly created Executive Director Role, the newly formed Alumni role, or possibly to the Administrative &amp; Event Planning role. Advantages and arguments can be seen by each. In any model, the role of a VRM will be to service the needs of all CFMS functions.</p>

#### 4.4.1 Proposed Staffing Structure



## 4.5 Accountability

Through interviews and review of board and strategic evaluation documentation, there appears to be an emerging risk as a result of lack of accountability with accomplishing agreed upon duties at the Board level. The challenge of any volunteer board is in managing the goals and objectives of the organization against the time constraints that each member has and can allocate to CFMS. Secondary to this is how a board holds a volunteer member accountable for work which may not be accomplished. Balancing the valuable volunteer contributions that each member brings with the requirements of the organization is therefore a very delicate balance.

The current structure of CFMS appears to create a silo affect for most VP's, with each responsible for specific areas of work. This model perpetuates aspects of accountability problems due to lack of understanding of what each VP does. Cross functional knowledge transfer is limited. Compounded to this is that VP's are no longer required to provide oral presentations at Board meetings. These presentations were removed in favour of allocating more time for other pressing Board business. While the decision to do so is not questioned, the unintended consequence is that VPs' submissions of only written reports are likely not read by each member of the Board, thus perpetuating the lack of knowledge and accountability issue further. In the newly proposed Committee based model, it is recommended that VP reports be replaced by Committee Reports, presented at each meeting by the Chair of each committee. To ensure proper usage of Board time, and to ensure sufficient time remains to discuss all required Board business, format and time allocations should be designed, agreed upon in advance and adhered to.

Currently the Board develops high-level Strategic Work Plans annually. The Board should also consider a more detailed workplan approach at the beginning of each year with more realistic goals included in support of the strategic plan.

Recommendations include:

1	VP's reports to be replaced by Committee Reports presented at each meeting by each Committee Chair. An agreed-upon format to be determined with reasonable time allotments established and followed, thus allowing for all Board business to be attended to.
2	Annual workplans to be developed for each committee immediately following the Fall AGM election. Workplans are to support the CFMS Strategic Plan and be realistically set. Work would then be distributed amongst each chair and committee member.

## 4.6 Orientation

CFMS appears to lack a formal and consistently applied Orientation process for new Board members. Currently the orientation of new Board members appears to be an ad hoc process, left largely up to determination of the incoming President. Given the stated issues and challenges surrounding Board structure, continuity and accountability, a more formal orientation program should be carefully considered by the Board.

Under the new structure, a new orientation program could be jointly led by the President and Executive Director (or most senior staff member).

While it is understood that resources (human and financial) may be limited, there is still much that the current Board can and should implement to ensure new Board members coming on are provided with adequate information. As with any orientation, the process is seen as vital in order to provide new Board members with information surrounding the history of CFMS, its structure, by-laws, strategic plans and overview of each Board member's role. These aspects are vital in providing each new member with a launching pad from which to begin their tenure on the Board.

Recommendations include:

1	<p>CFMS shall ensure orientation sessions are provided for every new member of the Board. At a minimum, this should occur twice a year. Once following the Spring Election and again following the Fall AGM. Each Orientation should include:</p> <ol style="list-style-type: none"> <li>1. Electronic transfer of key documents as way of background;</li> <li>2. If in-person meeting is not possible, then at least one conference call to welcome new members and go over structure, goals, etc....</li> <li>3. Orientations are to be provided ideally by the President and GM or newly formed Executive Director (or most senior staff member).</li> </ol>
2	<p>The Board is to review annually the terms of reference for each Board position (currently held in the by-laws) and ensure each new Board is provided with a copy as part of the orientation.</p>

## 5. Conclusion

In conclusion, the findings of this report support that CFMS has been quite successful in fulfilling its mandate of connecting students and medical schools from across Canada and to influencing public policy discussions impacting the sector. It is indeed this very success which brings CFMS to the crossroads it finds itself at. For CFMS to continue on its growth path, it needs to ensure that its Board and staffing structure are in place to enable success.

This report has presented several recommendations for the Board to consider. In some instances, the Board may opt to transition in some of the recommendations over time. In others, it is recommended action is taken sooner rather than later. Some of the recommendations require further analysis on behalf of the Board. These include development of an Alumni Business Plan, Volunteer Resources Management Strategic Plan and changes to its staffing structure. Additional work will also be required to develop and update job descriptions for current and/or new staffing positions, as well as Board Committee Terms of Reference (TORs).

tap Strategy is pleased to continue engagement with CFMS as needed toward fulfilling all future requirements.

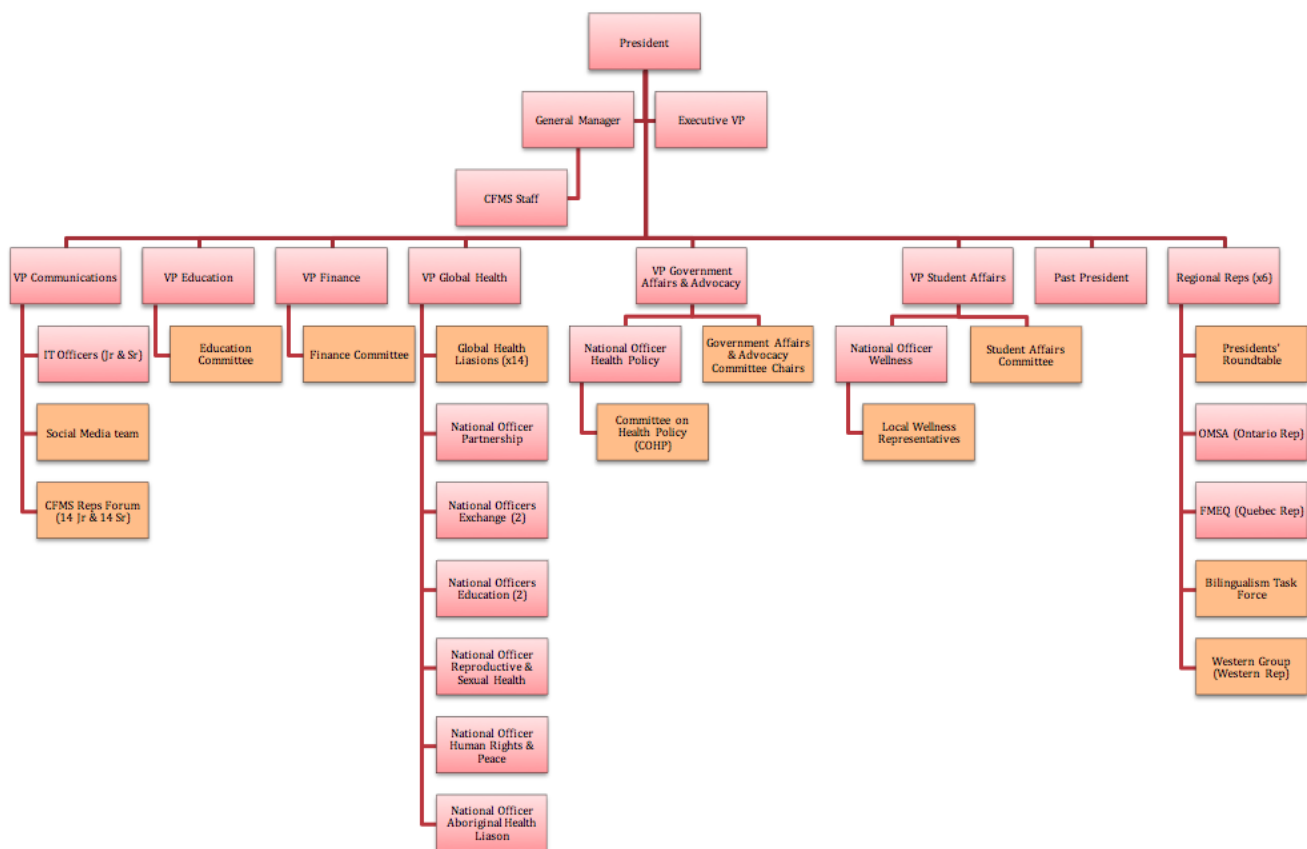


## Appendix A – Executive Structure and Role Descriptions

### Executive Structure

The CFMS is led by an Executive Committee consisting of a President, Past-President and six Vice Presidents responsible for different portfolios, and six Regional Representatives, each with a one-year term. All Executive Members (shown in red) are elected at the Annual General Meeting (AGM) in September with the exception of the President who is elected at the Spring General Meeting (SGM) and serves as President-Elect until the AGM.

The Executive is supported by a General Manager in Ottawa who manages the office and carries out much of the day-to-day operation of the organization. Each year the Executive also appoints various National Officers (shown in orange) who carry out specific roles commissioned by the membership, such as our annual blood drive, publications, and wellness initiatives.



**Descriptions of the Executive roles, as included in the CFMS by-laws are as follows:**

- I. President**
- II. Executive Vice President**
- III. Past-President**
- IV. Vice President for Government Affairs**
- V. Vice President for Finance**
- VI. Vice President for Education**
- VII. Vice President for Student Affairs**
- VIII. Vice President for Communications**
- IX. Vice President for Global Health**

**I. President**

- a) Hold the Office of Chair of the Executive Committee;
- b) Appoint the Chairs of all committees except as otherwise provided;
- c) Appoint an Executive Vice President from among the Executive Committee;
- d) Succeed to the Office of Past-President upon the election of their successor;
- e) Be responsible for the general supervision and direction of the business of the Federation.

**II. The Executive Vice President**

- a) Have the powers and perform the duties of the President in the absence or incapacity of the President;
- b) Have such other powers and perform such other duties as may be assigned to him/her from time to time by the Executive Committee;
- c) Seek approval of the Minister responsible for administering the Act for all amendments to the By-Laws and make all other required reports to the Minister.

**III. The Past-President**

- a) Advise the Executive Committee and President;
- b) Act as Parliamentarian.

**IV. The Vice President of Government Affairs**

The Vice President of Government Affairs shall, in addition to his/her other duties, represent the Federation at such forums where concerns of a primarily political nature shall be discussed. These include but are not limited to:

- a) Serve as Chair of the National Government Affairs and Advocacy Committee;
- b) Leading the organization of the annual Federal Lobby Day;
- c) Leading ongoing lobby efforts on political issues of importance to students that require interaction with government;
- d) Actively collaborating with the Vice President Education on issues related to education that requires political involvement;
- e) Overseeing the approval of new position papers and ensuring that past position papers are updated as necessary.

**V. The Vice President of Finance**

The Vice President of Finance shall, in addition to his/her other duties within the executive, oversee the financial operations of the Federation. This includes but is not limited to:

- a) Be responsible for and keep proper records for the receipt, custody, banking and disbursements of the funds of the Federation;
- b) Be responsible for preparing and presenting the CFMS Annual Budget for membership approval at the Annual General Meeting;
- c) Be Chair of any Finance Committee which may be struck by the Executive;
- d) Report to the Minister responsible for administering the Act on all required financial matters.

#### **VI. The Vice President of Education**

The Vice President of Education shall, in addition to his/her other duties within the executive, be responsible for academic issues of importance to Canadian medical students. Responsibilities include and may not be limited to:

- a) Represent the Federation at such forums where concerns of a primarily educational nature shall be discussed;
- b) Lead member-mandated projects related to medical education;
- c) Oversee the work of task forces/committees under the portfolio;
- d) Coordinate efforts aimed towards advancement of medical education within the Federation and beyond in an effort to achieve desired outcomes. This includes active collaboration with the Vice President Government Affairs on issues related to education that require political involvement.

#### **VII. The Vice President of Student Affairs**

The Vice President of Services shall, in addition to his/her other duties within the executive, oversee sponsorships and member services. This includes but is not limited to:

- a) Develop and maintain partnerships that will provide services to student members, as well as administer and oversee internally created member services;
- b) Work with the VP Communications to promote the CFMS and its services;
- c) Work with the National Wellness Officer to serve on and oversee the CFMS Wellness Committee and other CFMS wellness initiatives;
- d) Perform such other duties as may be assigned to him from time to time by the President or the Executive.

#### **VIII. The Vice President of Communications**

The Vice President of Communications shall, in addition to his/her other duties within the executive, publicize the activities of the Federation and facilitate communications within the Federation. This includes but is not limited to:

- a) Keep or cause to be kept minutes of all meetings of the Executive Committee and of the Federation;
- b) Issue or cause to be issued any and all notices required by these By-Laws or by Law;
- c) Supervise the custody of all records, other than financial records, and correspondence pertaining to the business of the Federation;
- d) Keep custody of the corporate seal;
- e) Provide oversight to the online activities of the federation.

#### **IX. The Vice President of Global Health**

The Vice President of Global Health shall direct the delivery of the Global Health Program and support the activities of the constituency on matters pertaining to global health, international development, and public health. These include but are not limited to:

- a) Leading the team of Global Health Program National Officer portfolios;

- b) Representing the CFMS internationally, acting as National Member Organization (NMO) President to the International Federation of Medical Student Associations (IFMSA);
- c) Collaborating with the VP Government Affairs to organize the annual Federal Lobby Day.

## Appendix B: Intro to CFMS Strategic Plan

# STRATEGIC PLAN: At a glance



### WHO WE ARE:

*The Canadian Federation of Medical Students is the organization representing over 8,000 medical students from 14 Canadian medical student societies coast to coast. We represent medical students to the public, to the federal government, and to national and international medical organizations.*

### MISSION:

*The Canadian Federation of Medical Students is the national voice of Canadian Medical Students. We connect, support and represent our membership as they learn to serve patients and society.*

### VISION:

**Tomorrow's physicians leading for health today.**

### VALUES:

- **Energy:** We are a forward-looking organization that takes a proactive and innovative approach to problem solving.
- **Equity:** We aim for equal opportunities for all Canadian medical students and advance health equity for all members of society.
- **Excellence:** We strive to deliver the highest quality in all that we undertake.
- **Empowerment:** We motivate our members to take ownership of their medical education and transform ideas into actions.

### GUIDING PRINCIPLES:

- The CFMS is a member-driven organization that is relevant to all medical students from admission through to transition to residency.
- The CFMS prioritizes institutional transparency through ongoing and active engagement of medical student societies and their constituent students.
- The CFMS celebrates diversity of all forms including race, national or ethnic origin, mental or physical disability, age, religion, sexual orientation and gender identity, and in turn, promotes the establishment of safe spaces for all.
- The CFMS recognizes the varied cultural, social and economic context within which medical students live.

<p><u><b>Strategic Direction #1:</b></u>  <b>Increase member engagement</b></p> <ol style="list-style-type: none"> <li>1. Expose student members to CFMS early in medical school to establish relevance</li> <li>2. Maintain relevance throughout medical school</li> <li>3. Support local CFMS teams and encourage involvement in local CFMS activities</li> <li>4. Promote diverse representation of student membership in CFMS roles</li> <li>5. Welcome additional student members from Quebec</li> </ol>	<p><u><b>Strategic Direction #2:</b></u>  <b>Support student members</b></p> <ol style="list-style-type: none"> <li>1. Expand, promote and facilitate access to relevant member benefits and services</li> <li>2. Champion student health and wellness</li> <li>3. Facilitate the exchange of ideas and experiences among medical students</li> <li>4. Expand ethical local, national and international opportunities for members</li> <li>5. Utilize public profile to support members in local advocacy issues and initiatives</li> </ol>
<p><u><b>Strategic Direction #3:</b></u>  <b>Promote excellence in medical education</b></p> <ol style="list-style-type: none"> <li>1. Advance student values in medical education decision-making</li> <li>2. Empower Canadian medical students to lead local change in medical education, supported by best practices</li> <li>3. Promote measured reform of admissions to medical school and transition to residency</li> <li>4. Advocate for a Canadian medical education system which best supports the health needs of Canadians</li> <li>5. Enhance global health education</li> </ol>	<p><u><b>Strategic Direction #4:</b></u>  <b>Mobilize the medical student voice</b></p> <ol style="list-style-type: none"> <li>1. Expand partnerships and affiliations with strategic organizations at the local, national and international level</li> <li>2. Increase the external visibility of the organization</li> <li>3. Create a streamlined process for evidence-informed CFMS external policy development</li> <li>4. Represent the medical student perspective in the evolution of the Canadian health care system</li> </ol>

**Enabling Direction:** Enhance CFMS organizational effectiveness

1. Promote best practices in governance and accountability
2. Refine and formalize internal decision making processes
3. Meet CFMS human resource needs
4. Strengthen institutional memory
5. Formulate a framework for financial stewardship
6. Focus on continual quality improvement