

CFMS 2017-2022 Strategic Plan Midpoint Review- Preliminary Report

Background to the 2017-2022 Strategic Plan:

The CFMS Strategic Operations Plan 2017 – 2022 describes the organizational strategy of the Canadian Federation of Medical Students as approved at the 40th anniversary AGM 2017 in Ottawa. The strategic plan was created with the goal of enhancing organizational effectiveness and building on the previous strategic plan (2014-2017).

When you review the 2017-2022 strategic plan, you will notice it is intentionally quite different from the previous 2014-2017 plan in that it focuses on operations as opposed to portfolio specific deliverables. While the CFMS had made amazing achievements in the preceding years there was recognition that the organization had outgrown its infrastructure and needed to find ways to increase capacity.

The strategic plan was written by a steering committee of CFMS members from across the organization. As part of the process, an external consultant, tap Strategy & HR Consulting, produced a review document after doing a thorough organizational review and engagement process. The report is included in the appendices of this current strategic plan document. In addition, we sought significant input from external stakeholders and CFMS alumni. The process was led by Dr. Anthea Lafreniere, CFMS President 2015-2016 along with Dr. Franco Rizzuti, CFMS President 2016-2017. This was the most comprehensive organizational review and engagement process the CFMS had undertaken in the 40-year history of the organization.

The strategic plan includes four operational and enabling directions that are focused on improving the organization's governance and operations. In addition, metrics and an implementation plan were developed to help us monitor our progress.

At each subsequent general meeting, the board has reported on its overall progress in the strategic plan operational directions. This midpoint review is meant to further highlight both the strengths and opportunities for improvement as we continue working to fulfill the goals of the strategic plan.

Of note, our timeline for the midpoint strategic plan consultation was significantly altered as a result of COVID-19. Our timeline had to be shifted by over 3 months in order to accommodate the significantly increased workload that accompanied the initial response. As such our consultation process and analysis was also shifted and thus this report should be considered preliminary. We will continue to analyze our survey and virtual consultation data in order to fully complete the midpoint review. A final version of the midpoint review will be posted on the CFMS website by the end of October 2020 for general viewing.

Scope/Objectives of Review:

The midpoint strategic plan review was intended to provide an opportunity for us to reflect on our progress over the last several years and identify future directions to focus our efforts in 2020-2022.

Our review process focused on engagement with roundtables and committees, both to inform and seek feedback. All of our members were able to complete our inaugural CFMS National Annual Survey which including questions that assessed member perception of whether we are achieving some of the metrics, objectives and implementation items set out in the strategic plan. While we recognize a large number of the items are very difficult for members to assess, this engagement was critical in providing us some objective analysis.

Given the “high turnover” of our membership, the majority of our current members were not yet medical students when this plan was passed and thus educating our members and volunteers about the plan is a critical component of the work.

Review led by group external to CFMS Board

An organizational review should also involve “external” perspectives in order to provide some component of an independent analysis. In this case, as opposed to when the plan was written, we did not formally employ an external consulting firm for financial and logistical reason. It was our intention to have a review group of individual external to the board including current members and alumni provide another venue for objective evaluation. Unfortunately, as a result of disruption caused by the COVID 19 pandemic the external review group was not able to perform its operations. This will be deferred to some time during the 2020-2021 academic year in preparation for the next strategic plan process.

Governance Committee Engagement:

For best governance practices and to protect the review processes integrity, the governance committee was engaged to provide general oversight of the process. The governance committee reports to the general assembly and is tasked with optimizing board and committee effectiveness and thus having the objective oversight from them

Our Progress:

As part of the organizational review we undertook an extensive review of our implementation goals, metrics and timelines to ensure we were tracking along the right path. Below we details the work we have done to date.

As part of the strategic plan we officially created the **CFMS Governance Committee**, which is now in its 3rd year of operation.

1. Develop and approve CFMS documents related to governance matters including but not limited to, Terms of Reference, policies and procedures.
2. Provide expertise to the General Assembly and Board regarding operational aspects of General Meetings.
3. Optimize Board and Committee effectiveness
4. Support development of orientation resources.

Some of the major initiatives they have undertaken include:

1. Ensuring that all CFMS board and national officer positions have Terms of References
2. Ensuring that all CFMS roundtables and committees now have Terms of References
3. At AGM 2018 the CFMS passed the Delegation of Authority framework which was developed by members of the governance committee to help delineate decision making authority, define what different representative bodies were etc. This has help to significantly improve operations and governance within the organization.
4. Governance committee has also overseen the development and adoption of a number of CFMS policies including the privacy policy.
5. The Governance committee has helped the organization in providing an “independent voice” to review the numerous policies and procedures required to ensure strong organizational governance.

Another important governance change with the strategic plan included developing the **Finance, Audit and Human Resources (FAHR) committee** was also initiated in 2017-2018. The committee has been operating at full capacity over the last two years.

Its purpose is:

1. Advise the CFMS Board of Directors with respect to its fiduciary and corporate governance responsibilities in relation to the organization's financial reporting, application of accounting policies, financial management and investment functions, internal controls, and risk management systems.
2. Monitor the accountability process and the quality of internal and external reporting.
3. Monitor and assess the financial stability of the organization as it relates to revenue streams, which includes, but is not limited to, sponsorships, partnerships with financial support for the organization, and membership dues.
4. Development and review of policies of the organization that pertain to finance, audit, or human resources.

The FAHR committee has played a significant role in our ability to increase organizational sponsorship and improve our investment portfolio. Further, they have been critical in analyzing organizational risk and helping develop financial literacy resources for our organization.

Empowering the General Assembly:

The biggest change we made as part of the strategic plan that further empowers the membership and the general assembly during meetings has been increasing the number of votes allocated to our full member schools from 2 votes per school to 3 votes per school. Campus members and board members continue to have one vote. In doing this the general assembly now holds over $\frac{3}{4}$ of the total votes on motions and for electing board positions at general meetings.

Empower Committees and Roundtables:

As we continue to expand our operations, it is ever more critical that we empower committees and roundtables as part of our work. While still a work in progress, there have been significant advancements in the last few years on this front. We continue to work on developing better onboarding and volunteer training resources to effectively integrate volunteers into projects. Our portfolios are utilizing workplans in order to better delineate and plan tasks, making it more clear for committee members what their role is and the yearly strategic goals of each of our different groups.

Election Timelines:

Starting SGM 2019 we transitioned to a new election timeline which included all portfolio directors and VPs being elected along with the President at SGM, fulfilling another action point of the strategic plan. Regional Directors have continued to be elected at AGM. This new timeline helps maximize time for transition between boards which is important for maximizing productivity during our terms.

Member Engagement:

We continually work on improving our general meetings to ensure they are productive, engaging and enjoyable. We have gathered general meeting feedback via questionnaires at each meeting since adopting the strategic plan and always work to incorporate feedback. For example, due to popular demand of the external organization medical roundtable we now incorporate it at both AGM and SGM.

We know there is still significant work we can do to improve communication and it is a priority for us to ensure members are aware of organizational activities and ways to get involved. We are very pleased that applications to our Nominations Committee process have increased significantly over the last few years and we are working are prioritizing creating more opportunities for members to share their skills, passion and expertise.

Staff Human Resources:

Over the past 19 years, Rosemary Conliffe, the CFMS general manager, has been a rock for the organization. She is recognized as a leader in medical education and has mentored so many productive, dynamic CFMS boards. We continue to be very lucky that Rosemary remains invested in the organization. This stability has allowed us to deviate a bit from the original planning in the 2017-2022 strategic plan and we are very grateful to continue to have Rosemary guiding the organization for what we hope will be many years to come

In 2018 the CFMS hired Stephanie Houwer-van Neflen as an administrative assistant to help Rosemary and our organization with the increasing operational demands. The number of meetings we attend, putting on our AGM and SGM every year, managing our website, liaising with our many organizational partners and more means we absolutely needed more support, especially to allow the board to focus on more strategic priorities. After careful planning to ensure we could do this within our budgetary situation Rosemary hired Stephanie in 2018 and she has been a wonderful addition to the team, significantly improving our organization function.

Along with Wayne, our part-time accountant, we are currently at a stable staff HR situation where we feel given the grassroots nature of our organization and financial state, we are in a good place to fulfill our mandate. While we could always utilize more support staff, the reality is with the significant costs that come with additional organization employees and our current budget situation we will manage with our current support.

We will continue considering opportunities for short-term contract/project work. Our IT and communications team have successfully engaged an IT group to help with ongoing website development and maintenance.

Finance:

In 2018-2019 we secured major sponsorships from the PTMA Insurance Alliances and MNP. In late 2019 we also finalized a funding agreement with the CMA worth one hundred thousand a year for 3 years to support learner activities.

While our organization has continued to grow exponentially, we have continued to keep membership fees at \$20 per year. Our last budget increase was in 2010-2011 at which time our annual budget was a fraction of what it current is. In addition, we have continued to prioritize investing money back into the student initiatives and grassroots ideas, implementing multiple new grant/funding opportunities include the SIG (student initiative grant) and SIF (strategic innovation fund)

We are committed to providing the best value for our members. As we continue to grow and expand we will need to consider how to increase organizational revenue and maintain efficiencies. We will work hard to continuing establishing new partnerships and sponsorships.

As planned in our strategic plan we have budgeted for deficits for the last three years, consistently reducing spending as much as possible during the year.

At AGM 2019 our finance team laid out a path to return to balance with the understanding that our organization has continued to grow at an even faster pace than anticipated with the 2017-2022 strategic plan. We will likely take an additional year or two then initially planned in 2017 to return to balance, however, we remain in a stable financial perspective in the midst of the mass uncertainty.

Increasing Board Productivity:

By more clearly delineating board member roles through developing terms of references, hiring an administrative assistant, and improving organizational governance we have continued to improve board productivity. As an organization we are taking on more than we ever have and continue to expand to connect, support and represent students. Our renewed drive to ensure we prioritize strategic projects and focus on overarching outcomes will continue ensure we adapt and best meet the needs of you our members.

Our dyad board structure has helped the organization maximize board effectiveness by engaging our entire board of directors including regional representatives who may have been underutilized in our previous governance structure. We continue to work on finding balance for regional directors to ensure they have sufficient time to focus on regional representation.

Engagement:

Our midpoint strategic plan engagement timeline had to be adjusted due to our response to the COVID-19 pandemic. While we had hoped to start engagement soon after our April SGM meeting when we initially developed our strategy workplan early in the year, this was not feasible given all of the other organizational commitments at that time.

Methods of Engagement:

Our methods of engagement included virtual consultation sessions with different roundtables and groups of CFMS volunteers. After each engagement session a dedicated CFMS midpoint strategic plan survey was sent to the roundtables/committees to complete via SurveyMonkey. Prior to sessions, attendees received a copy of the CFMS 2017-2022 Strategic Plan, a backgrounder document on the process as well as a document on the progress we had made in advancing the objectives that had been set out by our strategic plan.

General members were engaged through our first National Annual Survey. There were 9 questions in the survey that pertained to the strategic plan that asked members to give feedback on metrics that were most relevant to them.

CFMS Board: Ongoing engagement on strategic plan throughout the year. Multiple sessions at each of our strategy board meetings (FBM, WBM, SBM).

Governance Committee: updated committee members at each of the governance committee meetings to ensure transparency of process including when the external review group noted that they would not be able to complete

Virtual Consultations with committees and roundtables:

The CFMS President held virtual consultations with the following stakeholder groups on these dates:

The session involved a review of the background of the strategic plan and a discussion using questions that are included in the appendices of this document. Time was spent during consultations letting students

know our progress, in particular to organization governance given that many changes happened in 2017 when the now majority of our members had not yet started medical school. Our consultation and engagement questions ranged from getting feedback on the mission, vision, values and guiding principles to more specifics regarding general CFMS operations and how students felt their involvement with the CFMS influenced their overall medical school experience.

July 5 th 2020	WRT Consultation Midpoint	Virtual
July 11 th 2020	RRT Midpoint Strat Plan Consultation	Virtual
July 16 th 2020	PRT Meeting	Virtual
Aug 13 th 2020	GH National Officer Midpoint strat plan	Virtual
Aug 16 th 2020	ART Strategic Plan engagement	Virtual
Aug 27 th 2020	GHRT Midpoint Strat Plan Engagement session	Virtual

We were unable to schedule virtual dedicated engagement sessions with the FAHR committee and GAAC roundtable. They were sent our pre-reading material and given the opportunity to complete our survey.

All of this data was analyzed and taken into account as part of the midpoint strategic plan review.

Data

A supplementary document that includes survey data from both the 9 questions asked of general members in the national annual survey as well as the questions in the survey to roundtables, committee members and national officers are attached as part of the report.

Overall, the CFMS is satisfied with the process we took to see student feedback. It will be important as we start moving into consideration of the next CFMS organizational strategic plan that we engage more external stakeholders (was the intended purpose of the review group external to the CFMS board) and continue to seek student feedback.

General Member Feedback (National Annual Survey question results):

Over 1800 CFMS members who completed the National Annual Survey completed these 9 multiple choice strategic plan engagement questions.

As noted a summary of some of the data is included in a supplementary attachment.

The data highlights that while those involved with the organization are aware of the changes and strategic plan effects on their work and medical education, our general membership feels less connected. In general a high number of “neither agree nor disagree” in these type of consultation questions indicate that members feel less connected to the topic of the questions. A major goal for the organization over the coming years will be to increase that engagement with our strategic plan especially as we prepare for the new organizational strategic plan that will need to be developed.

Committee, Roundtable, National Officer Feedback:

Summary of virtual consultation session feedback:

Overall students appreciated the opportunity to learn more about the strategic plan and gain background knowledge about the organization. As noted the majority of our current members had not yet started medical school when we passed the 2017-2022 strategic plan.

Mission, vision, values and guiding principles: Overall there was very positive feedback regarding these. Member feedback was that these resonated with them and described the organization well.

Member Engagement and Involvement Opportunities: Attendees discussed that they continue to hope we can increase member engagement and outreach to inform students of what the board and the organization as a whole are doing. Even as members who are more actively engaged they feel that it can be sometimes difficult about the vast work of the organization. Members continue to express interest in getting involved with the organization and this is an area aligned with our strategic plan that we can certainly work to improve.

Financial Support: A common theme continues to be that our members hope that the CFMS can further financially support their ideas and initiatives. This is a continued area of emphasis for us and we have worked extremely hard to continue obtaining more sponsorship. In implementing the strategic initiatives fund and student initiative grants amongst other funding increases in the last few years we have significantly increased our investment in our member ideas and initiatives. We have done this while continuing to keep membership dues at the same level as 2011.

Summary of NO/Committee/roundtable survey feedback

After the consultation sessions, students were sent a dedicated national officer/roundtable/committee survey for further feedback on the strategic plan. This was completed by 40 students. The first part of the survey asks students to use the green-yellow-red system to rate how well we were achieving the overarching objectives laid out in the strategic plan.

Overall there was significant agreement that we are at the “green” or “yellow” level for all the objectives (cumulatively >90% of those completing the survey assess that we have achieved or are on our way to achieving the objectives laid out in the 2017-2022 strategic plan). This is reassuring given that we are at the midway point of the strategic plan timeline. Many of the objectives have 2/3-3/4 of those who completed the survey noting that they felt we were in the “green” zone. Overall the member assessment of our progress aligns with how the board had assessed progress. Further we are on track in terms of expected timelines for making progress on the strategic plan objectives.

The survey also provided opportunity for more narrative comments. Some of those are included below with corresponding questions below:

Quotes:

What do you find valuable about being involved with the CFMS?

“ Being involved with the CFMS has helped me develop my leadership skills, and has helped me further understand the role and importance of the CFMS for medical students. It has also helped me further understand the health advocacy CanMEDS role”

“It is fantastic to be able to collaborate with other schools and learn about opportunities and ideas from others that can be applied at our school.”

“The opportunity to connect with students from across Canada. I learn from them and am regularly inspired by them. I also appreciate the opportunity to advocate for change on a national level with other likeminded individuals.”

“That the voice of the students can be heard and that this leads to actual changes”

“A united voice for Canadian medical students, our ability to collaborate on solutions to common problems, and opportunities to learn about differences in other programs across Canada”

“The most valuable part of being involved with CFMS is the opportunity to be able to connect with medical students across Canada to start initiatives, to improve our education and to increase the bond between schools”

How can the CFMS better support your work locally?

“Database to track all the projects & work each school is doing across all portfolios. Lack of awareness of what each school is doing is an area of huge potential for the organization”

“I would suggest having the CFMS leadership do more direct reaching out to give students an opportunity to take their initiatives to a national platform and to provide a more prominent active offer to students to connect them to other medical students in Canada”

Overall the breadth of the narrative comments provide us very valuable information that will help us continue to grow and engage members. They will be taken into account as we continue to evaluate our work on the strategic plan and in future planning exercises.

Midpoint Report Card:

Over the last several years we have utilized the red, yellow and green light report card to provide a general overview of our progress with the strategic plan operational directions and action items. Please find our most up to date assessment with comments below:

Operational Direction	Action item	Progress	Comments
1. Improve Efficiency of Committees and General Assembly	1.1 Implement robust governance structure		Dyad model passed
	1.2 Create a Governance Committee		Operational.
	1.3 Portfolio & Committee Workplans		Moving towards 100% implementation.
	1.4 Position Paper submission guidelines		Position Paper task force recommendations generally in effect.
	1.5 Implement recommendations of the General Assembly for each General Meeting to improve efficacy and functionality.		Have been doing after each meeting and will continue.

	1.6 Empower resolutions committee		Guidelines generally in effect. Continue to optimize processes, adapt with move to virtual meetings
	1.7 Transparent decision-making framework that empowers committees to enhance operational decision-making capacity		Significant progress including all of the work by governance committee passing procedures, policies, ToRs. Next phase is working to ensure implemented at committee level.
	1.8 Create Finance, Audit & HR committee		Initiated at AGM 2017, now fully operational.
	1.0 Ensure all committees have ToR		Completed, all posted to CFMS website
	1.10 Establish consent agenda		Option available at general meetings
	1.11 Transfer oversight of daily operational activities of committees to committee chairs instead of board members		Continues to be organization priority, board continues to have significant operational role.
	1.12 Increase GA votes from 2 to 3		Implemented and operational.
	1.13 Implement Resolutions Task Force Recommendations		Implemented most of the initial recommendations. Continue to refine. Adapting with virtual meeting setting.
2. Engage and Develop Member Volunteers	A.1 Elections timeline		Implemented at SGM 2019. Changes well received.
	B.1 Update officer/board terms of reference		Every board and national officer position has ToR and it is posted to website.
	B.2 Consistent board handover		Standardized Board handover templates complete. Overlap period for portfolio directors. Robust handover steps and processes implemented.
	C.1 Review school absence policies		Ongoing discussions with AFMC, in particular issues around support for learners to complete their formal leadership commitments.

	C.2 Consider drafting MOU with UME regarding clerkship days off		This work is part of the above efforts re: absence policies for leadership activities.
	C.3 Ensure student on each AFMC committee		Increased committee representation significantly. Currently looking at increasing representation on other AFMC networks. Strong representation on working groups, task forces and initiatives related to COVID-19 effects on education.
3. Enhance Board Structure and Regional Representation	3.1 Past-president as chair		Implemented, fully operational and very effective.
	3.2 Change board member titles		Completed.
	3.3. Transfer responsibility of facilitating NOM Com from regional rep to staff		Modified initial action/implementation plan
	3.4 Regional Rep as chair of CFMS Reps RT		Implemented, operational and effective.
	3.5 Adopt Dyad model for board		Implemented, operational and effective.
4. Increase Human Resources & Financial Health	4.1 Budget appropriate deficits		Continuing with fiscal planning. Portfolio strategic plan and 3 year budget forecasting being done.
	4.2 Explore new sponsorship		Continue to actively pursue and steward current partnerships.
	4.3 Explore membership dues and core program financing models once budget neutrality reached		Finance portfolio strategic plan and 3 year budget forecasting being done.
	4.6 Hire PT admin		Administrative assistant hired. Significantly increased organizational capacity.
	4.8 Volunteer program launch and development of soft measures		Data collected as part of National Annual Survey to help with further developing more robust volunteer program and support structure.
	4.9 Establishment of volunteer onboarding		Part of the work for 4.8 and will be a focus of the 2020-2021 board.

	process and longitudinal support		
--	----------------------------------	--	--

Portfolio Strategic Plans:

This year as hit the midpoint of the CFMS 2017-2022 strategic plan, the CFMS also undertook the project of developing portfolio specific strategic plans. As we have noted the 2017-2022 CFMS strategic plan did not include portfolio specific goals and objectives by design. The focus on operations and improving our effectiveness and efficiency from an organizational perspective was absolutely required and continues to be integral as we adapt and evolve. In assessment, we can confidently reflect as an organization and say that we would not have been prepared to respond to the challenges posed by the COVID-19 pandemic had we not taken these steps in the last several years.

At the same time, while “on paper” we were utilizing the 2014-2017 strategic plan as the basis for our portfolio efforts, it is very much time for us to update our portfolio focuses. While the underlying issues in medical education often remain the same, the specific goals and objectives evolve rapidly and a number of new opportunities and challenges have arisen. Further as we have made significant progress on operational goals and objectives it is time for us to test whether these efforts will truly allow us to take on more as an organization. If our efforts have truly empowered our committees, roundtables and volunteers, the CFMS should be able to play an even more prominent role in medical education in Canada. Our organization should be able to more effectively connect, represent and support our members through our portfolio specific efforts. As an organization we felt it was important to be transparent as to the focuses of our portfolios. We want our members and external organizational partners to understand our priorities. Further, it is critical that the measurables, deliverables, goals and objectives we set are transparent and well known to our members and external stakeholders so we can all work to hold each other accountable.

Thus in concert with this midpoint strategic plan review, you will see that we present 6 portfolio strategic plans for 2020-2022. The CFMS is proud to have undertaken an extensive, year-long process to develop, consult and refine the plans. During this year especially, while we were challenged by the significant effects of COVID-19, it was a priority for us to complete these portfolio strategic plans. We look forward to hopefully adopting these plans during the CFMS 2020 AGM and working to achieve the goals and objectives that are laid out in them in the coming years.

While the CFMS 2017-2022 strategic plan was critical for the organization, it is very difficult for general members to “resonate” with the plan. The importance of the steps being undertaken in the plan cannot be overstated, yet it is clear that we have much work to do to continue to improve member engagement. Another reason why we felt it was critical to engage in portfolio strategic plans is to ensure members feel a part of the organization. It is critical that all of you “see yourselves” in the CFMS because the CFMS is you. As we move forward with the 2017-2022 strategic plan, complimented by the portfolio strategic plans our hope is that we will be able to further strengthen member engagement and involvement.

Assessment and Recommendations:

Overall the CFMS as an organization is on track with the goals and objectives that were initially laid out in the 2017-2022 strategic plan. Considering the original intention of the plan, the initial timelines and how medical education and world events have evolved we continue to be in a strong position as an organization. The mission, vision, values and guiding principles of the organization continue to be very relevant and important. The initial focus on operations, HR and finances continue to be critical for the CFMS to take a more prominent role in medical education and Canadian healthcare. The organization as a

whole has significant untapped potential and we continue to take steps to further maximize our effectiveness and efficiency while acknowledging that we have the opportunity to tap into the interest, expertise and enthusiasm of our over 8300 members.

In summary a few major themes that emerged from our assessment:

#1: The focus on operations, increasing effectiveness and efficiency has been critical to the growth of the organization

#2: We have made significant progress on the goals and objectives we laid out in the 2017-2022 strategic plan

#3: There are still significant opportunities for us to reach our membership, inform and engage them about our actions with the strategic plan and otherwise.

#4: We are on the right direction but we need to “push” the organization in order to truly test the effectiveness of the steps that we have taken from an organization operations perspective.

#5: The COVID-19 pandemic highlights the importance of the CFMS as a national representative organization for medical students across Canada. The CFMS is critical in the medical education community and we need to take steps to further engage students.

Overall we are cautiously optimistic that the organization is moving towards the vision that was initially laid out when the 2017-2022 CFMS strategic plan was developed and adopted. The next 18-24 months will be critical in telling us where the organization will go in the coming years. As the CFMS, medical education and rest of the Canadian and global community continue moving forward in the face of the COVID-19 pandemic we are sure there will continue to be significant challenges and roadblocks along the way. Our organization will have to be flexible, agile and adapt quickly. There will be many deviations from initial plans and no one can truly predict what the next 2 years will look like (trying to predict what the next month will look like even seems impossible nowadays).

The CFMS has continued to grow, build and gain respect as an organization for the last 43 years. Whatever challenges come our way, we are confident we will continue to evolve, adapt and strengthen.

Submitted on behalf of the CFMS board,

Victor Do, CFMS President 2019-2020

Appendices:

General Engagement Questions

An example of some of the questions/thoughts we considered during engagement sessions.

General:

Does the CFMS mission resonate with you?

Do the CFMS values align with Canadian medical students? What does? What might need to be added?

Do the CFMS Guiding Principles resonate with you? What do we need to adjust or add?

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

Do you feel we are meeting the objectives and metrics?

Which ones do you feel are most relevant to you? What do you want more information about?

Do you understand the resolutions/position paper submission process?

Operational Direction #2: Engage and develop member volunteers

Do you feel we are meeting the objectives and metrics?

Which ones do you feel are most relevant to you? What do you want more information about?

Do you feel you have enough opportunity and are aware of ways to get involved with CFMS?

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

Do you feel we are meeting the objectives and metrics?

Which ones do you feel are most relevant to you? What do you want more information about?

Do you feel you understand or are at least able to access information about the board roles?

Do you feel you understand and appreciate what the board is focused on accomplishing?

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

Do you feel we are meeting the objectives and metrics?

Which ones do you feel are most relevant to you? What do you want more information about?

What parts of the organization do you hope for the CFMS to further invest resources into?

General Wrap-Up questions

If someone were to ask you: "What is the state of the CFMS?", what would you say?

If you were asked to describe the CFMS purpose in your own words, what would you say?

General Feedback, comments, questions?