

IMPLEMENTATION PLAN

GOAL ONE: Enhance our Services

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
1.1	Raise member awareness and understanding of services.	<ul style="list-style-type: none"> Develop a new website which is wholly owned by CFMS and easily modifiable to continually allow us to meet the needs of members and provide up-to-date information to our members and external organizations. 	VP Comm/ITO	✓	→	→
		<ul style="list-style-type: none"> Leverage social media to create linkages with our members, enhance communication and better engage our members 	VP Comm.	✓	→	→
		<ul style="list-style-type: none"> Introduce medical students to CFMS as early as possible by communicating services through medical school orientation packages and PowerPoint presentations during orientation week. 	VP Comm	✓	→	→
		<ul style="list-style-type: none"> Ensure that our members remain aware of our services throughout medical school. <ul style="list-style-type: none"> Tailor presentations to members based on level of training/stage in medical education. 	VP Services	✓	→	→
		<ul style="list-style-type: none"> Develop template for member communiqués <ul style="list-style-type: none"> May be used by CFMS committees, GHP and for handover of VP Services position 	VP Comm.	✓	✓→	→
1.2	Enhance membership value by leveraging purchasing power to increase discount	<ul style="list-style-type: none"> Develop a tool to track use of existing services on an annual basis 	VP Services / VP GH	✓	→	→
		<ul style="list-style-type: none"> Locate new partnering opportunities reflective of interests identified in member survey including GHP services. 	VP Services	-	✓	→

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
	opportunities.	<ul style="list-style-type: none"> Develop sponsorship/partnership packages to update existing partnerships and use in pursuing new partnerships Collaborate with other student organizations to increase purchasing/negotiating power 	VP Services/NOP	✓	→	→
			VP Services/Regional Reps	✓	→	→
1.3	Refine and expand the service mix.	<ul style="list-style-type: none"> Conduct annual student surveys to gauge member satisfaction of services offered and collect information re: new services required by members Create repository for housing offers for visiting electives on new website Review existing services offered ie: ensure that codes for discounts work, etc. Continually refine Global Health exchange program Review, endorse and collaborate with student-run resource providers Continue to promote and distribute Student Initiative Grants Improve the value of Wellness Initiatives offered to membership <ul style="list-style-type: none"> Conduct a needs assessment of CFMS member schools to evaluate student satisfaction of wellness programming Review current practices Develop wellness component of CFMS website Promote services offered by partner organizations including CMA 	Regional Reps/VP GH	-	✓	✓
			VP Services	✓	→	→
			VP Services	✓	→	→
			VP GH / NEO	✓	→	→
			VP Services	✓	→	→
			Regional Reps	✓	→	→
			Regional Reps/Wellness Officer	✓	→	→
			VP Services	✓	→	→

GOAL TWO: Expand Advocacy

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
2.1	Expand advocacy on key issues related to education.	<ul style="list-style-type: none"> • Identify and prioritize medical education issues among students <ul style="list-style-type: none"> ○ Have an Education Roundtable at each CFMS General Meeting to solicit membership's concerns/priorities ○ Respond to concerns brought to the Executive Committee's attention between meetings as needed ○ Review school policies and suggest best practices pertaining to issues identified by members • Foster relationships with partner organizations including AFMC, FMEQ, CMA-CEPD, CAIR, IPAC, CUGH and IFMSA to increase visibility of projects and improve effectiveness of advocacy efforts • Foster collaboration between VP Education and VP Advocacy to distribute workloads more equitably and increase productivity <ul style="list-style-type: none"> ○ Review projects/tasks/committees under VP Education and Advocacy portfolio ○ Re-distribute responsibilities based on skillsets and position descriptions as needed • Advocate for better Global Health education, including pre-departure training and the inclusion of Global Health competencies in accreditation standards <ul style="list-style-type: none"> ○ Work towards integration of global health subject matter into medical 	VP Education / NOGHE	✓	✓	✓
			VP Education	✓	→	→
			VP Education / NOGHE	✓	→	→
			VP Education/ NOGHE/NOP	✓	→	→
			VP Education /Advocacy	✗	→	→
			NOGHE/ VP Education	✓	→	→
			NOGHE/ VP Education	✓	→	→

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
		school curricula. <ul style="list-style-type: none"> ▪ Develop strategies to advocate for Aboriginal Health within the medical school curriculum. 	NOGHE/AHL	✓	→	→
2.2	Pursue medical education reform.	<ul style="list-style-type: none"> • Foster exchange of best practices across medical schools in the context of specific project via working groups, listservs, online forums, etc <ul style="list-style-type: none"> ○ Engage general membership in education projects via task forces (standing and ad hoc, as needed) 	VP Education / NOGHE	✓	→	→
		<ul style="list-style-type: none"> • Present best practices formulated to relevant stakeholders to pursue change <ul style="list-style-type: none"> ○ Make our CFMS-mandated project reports publication-ready to increase readability and uptake at medical education symposia including CCME 	VP Education	✓	→	→
		<ul style="list-style-type: none"> • Advocate for and work towards specific student concerns such as an electives portal and standardized medical school performance record 	VP Education	✓	→	→
		<ul style="list-style-type: none"> • Work towards the establishment of a core Global Health curriculum 	NOGHE/ VP Education	✓	→	→
2.3	Expand advocacy on key issues related to health care.	<ul style="list-style-type: none"> • Identify and prioritize health care issues among students <ul style="list-style-type: none"> ○ Have an Advocacy Roundtable at each CFMS General Meeting to solicit membership's concerns/priorities ○ Respond to concerns brought to the Executive Committee's attention between meetings as needed 	VP Advocacy/ NORP	✓	→	→

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
		<ul style="list-style-type: none"> Prepare for the 2014 Health Accord by consulting students and synthesizing data to develop an advocacy position Reinforce the student voice in the CMA HCT project via input at the CMA PAC, Board and other avenues identified <ul style="list-style-type: none"> VP Advocacy to represent CFMS on CMA PAC Pursue global health advocacy goals as outlined in the Global Health Advocacy Program 3-year Plan <ul style="list-style-type: none"> Encourage broader community awareness of advocacy programs. Increase collaboration between the GHA and PAC to optimize outcomes <ul style="list-style-type: none"> Host joint training days Joint round tables at general meetings Align program timelines where possible to facilitate collaboration. Establish and maintain common lines of communication. 	VP Advocacy VP Advocacy/ President VP GH/NORP NORP VP Advocacy and NORP	✓ ✓ - ✓ -- -- -- -- -- --	→ → ✓ → ✓ -- -- -- --	→ → → → -- -- -- --
2.4	Position the organization to influence federal / provincial issues having an impact on its membership.	<ul style="list-style-type: none"> Encourage provincial lobbying efforts, including potential lobby days via PAC reps at member schools Engage in ongoing lobbying procedures such as regular meetings with elected officials and civil servants, letter writing campaigns and media interviews Seek and pursue opportunities to make presentations before relevant committees such as the Standing Committee on Finance 	VP Advocacy / NORP VP Advocacy / NORP VP Advocacy / NORP / AHL	✓ ✓ ✓	→ → →	→ → →

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
		and Health and the Standing Committee on Aboriginal Affairs and Northern Development, <ul style="list-style-type: none"> ○ Forge strong working relationships to increase presence on Parliament Hill 				

GOAL THREE: Raise our Leadership Profile

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
3.1	Increase the external visibility of the organization.	<ul style="list-style-type: none"> • Expand the use of social media in promoting the organization via Facebook, Twitter and other social media avenues <ul style="list-style-type: none"> ○ Refer to description of social media committee • Develop guidelines for internal project and meeting reports with intent of publishing and making more “media friendly” to appeal to broader audiences • Strive towards increased bilingualization of CFMS content • Provide media training to Executive members interact most with the media (President, VP Comm, VP Education, VP Advocacy) • Continue accepting invitations to external meetings that are relevant to the CFMS’s mission 	VP Comm	✓	→	→
			VP Comm	✓	→	→
			VP Comm	✓	→	→
			President	--	✓	→
			President	✓	→	→
3.2	Expand partnerships and affiliations with like-minded organizations in	<ul style="list-style-type: none"> • Establish information/communication connections with AMSA to help advance CFMS projects and exchange best practices • Liaise with other Global Health organizations as necessary to further new and existing 	President	✓	→	→
			NOP	✓	→	→

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
	order to further the CFMS mission.	<ul style="list-style-type: none"> CFMS projects. <ul style="list-style-type: none"> ○ Re-evaluate ongoing partnerships annually. • Promote CFMS led projects and other advocacy efforts within the IFMSA and its sub-committees. • Partner with CFS for sharing of resources and information on issues like tuition fees • Clarify and articulate working relationship with FMEQ • Evaluate new partnerships with relevant international and global health organizations. <ul style="list-style-type: none"> ○ Establish a qualitative assessment rubric for evaluating the potential costs and benefits of new partnerships. ○ Re-assess existing partnerships on a regular basis. 	VP Advocacy Quebec Rep/President NOP	✓ ✗ ✓ ✓	→ → → →	→ → → →

GOAL FOUR: Grow and Develop the Organization

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
4.1	Optimize utilization of resources.	<ul style="list-style-type: none"> • Review and rationalize resource utilization against strategic plan priorities. <ul style="list-style-type: none"> ○ Finance committee to review processes to provide unbiased input • Conduct a review of all spending on programs/activities relative to value received <ul style="list-style-type: none"> ○ Project reports to be used to assess yield • Prepare portfolio reports outlining itemized 	VP Finances/ President VP Finance VP Finance	✓ ✗ ✗	→ → →	→ → →

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
		budget spending • Identify plans of existing staff and explore future human resource needs • Assess performance of employees regularly and reward good performance to increase motivation, retain and recruit talent. • Maximize efficiency of Executive by distributing workload <ul style="list-style-type: none"> ○ Use President’s teleconference at the beginning of term to identify strengths and interests of Regional Reps and look to pair with VP “buddy” ○ Encourage development of committees (standing or ad hoc, as needed) • Review and seek efficiencies in travel and other expenses <ul style="list-style-type: none"> ○ Review Travel Policy and create more robust criteria and definitions of “acceptable expenses” ○ Communicate seat sales to exec and members ○ Forge relationships with hotels and other associations to decrease costs of meetings 	President President President President VP Finance General Manager General Manager	✓ ✗ ✓ ✓ ✓ ✓ ✓	→ → → -- → →	→ → → -- → →
4.2	Seek alternative revenue sources.	• Identify/apply for government grants for hiring student staff and other projects • Seek out targeted funding/government grants for additional Global Health projects	VP Finance VP GH	✗ ✗	→ →	→ →

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
		<p>and increased attendance at international meetings</p> <ul style="list-style-type: none"> • Conduct alumni outreach through alumni offices at member schools and via CFMS alumni network for fundraising • Review and renegotiate RBC sponsorship contract or seek alternatives (ex: MD Financial?) • Constantly review membership fees to ensure sustainability <ul style="list-style-type: none"> ○ Align with best practices for non-for-profit organizations re: membership fees as source of revenue while bearing in mind membership's capacity to pay ○ Consider inflation and cost-to-benefit ratio in review of membership fees 	<p>Alumni Officer /General Manager</p> <p>VP Services</p> <p>VP Finance</p>	<p>✓</p> <p>--</p> <p>✓</p>	<p>→</p> <p>✓</p> <p>→</p>	<p>→</p> <p>→</p> <p>→</p>
4.3	Increase grassroots student engagement and participation in decision making.	<ul style="list-style-type: none"> • Gather ongoing information from members regarding their desired CFMS directions through surveys, regional reps, social media and local level involvement • Explore on-line voting between General Meetings for pressing issues, as needed • Coordinate meetings for all CFMS local contributors at a local level before each General Meeting • Restructure General Meeting agendas to decrease redundancies and optimize outcomes for delegates <ul style="list-style-type: none"> ○ Review efficiency of Presidents' Roundtable 	<p>Regional Reps</p> <p>President</p> <p>Regional Reps</p> <p>President</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>→</p> <p>→</p> <p>→</p> <p>→</p>	<p>→</p> <p>→</p> <p>→</p> <p>→</p>

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
		<ul style="list-style-type: none"> ○ Optimize use of joint GHP/General assembly sessions to increase awareness of common interests ○ Increase/optimize use of roundtables and discussion periods ○ Use technology to solicit general membership input during meetings <ul style="list-style-type: none"> ▪ Have a live forum allowing for questions to be brought to the floor during Q&A sessions ▪ Solicit input before the meetings via rep communiqués, CFMS reps, regional reps, social media, etc • Create and maintain a reference document showing member schools' medical student society structure • Continue to provide travel funding for students to learn about the CFMS and influence directions taken by the organization • Provide opportunities and encourage local student groups to present successful Global Health initiatives at GHP meetings. 	President/VP Global Health President/VP Global Health Regional Reps Regional Reps VP GH	 ✓ -- -- ✓ ✓ --	 ✓ ✓ → → --	 → → → --
4.4	Maintain smooth transitions and preservation of organizational memory.	<ul style="list-style-type: none"> • Create standardized handover document template to be completed by each VP, regional rep, national officer and external rep for annual handover • Ensure that all necessary documents are available on file management system (Sugarsync) for handover at AGM • Establish/clarify role of CFMS reps and reintroduce rep contracts 	VP Comm President VP Comm	 ✓ ✓ 	→ → →	→ → →

#	Objective	Strategy	Responsibility	2011/12	2012/13	2013/14
		<ul style="list-style-type: none"> Better advertise CFMS positions in advance of AGM through social media and other means to recruit strong candidates Retain permanent staff as per 4.1 to help maintain institutional memory 	VP Comm	✓	→	→
			President	✓	→	→
4.5	Review and reconcile CFMS divisions and areas.	<ul style="list-style-type: none"> Seek best practices regarding management of diverse interests in organizations <ul style="list-style-type: none"> Review structure of provincial organizations or other national organizations, level of integration of different chapters, etc Review options for different degrees of integration between CFMS, GHP and other groups via consultations with these parties Ensure regular meetings between homologous NOs and VPs to move common projects forward 	President	--	✓	→
			President	--	✓	→
			President and VP GH	✓	→	→

September 2012 – President's Copy

***Legend**

Red = not completed

Green = completed