Enhancing CFPC’s Effectiveness in Governance and Stakeholder Engagement

Report to the Members of The College of Family Physicians of Canada (CFPC), from the CFPC Board of Directors’ Governance Advisory Committee

Updated and approved by Board May 2015 based on member feedback
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Executive Summary & Recommendations
The CFPC’s Governance Advisory Committee (GAC) was asked to examine the effectiveness of the organization’s current governance structure and to propose potential changes to enhance the effectiveness of the Board, the engagement of stakeholders, the role of committees and of the CEO.

Board Directors and Chapter leaders provided critical feedback regarding key elements to be incorporated going forward. Examples include regular opportunities for stakeholders to influence the Board agenda and be involved in direction-setting discussions with the Board, as well as regular opportunities for networking and leadership development. To this end, stakeholders will be asked for content for each Board agenda and invited to participate in relevant Board meeting discussions. An annual Forum involving a large group of stakeholders and the Board will be introduced to keep stakeholders abreast of Board activities, seek stakeholder feedback on pending Board policies and plans, provide opportunities for stakeholders to share and seek feedback on their work and offer leadership enrichment opportunities. Chapter Symposia will be continued with an emphasis on providing opportunities for Chapter interaction and advancement.

The recommendations support a differentiation between the governance role of the Board and the management and operational role of the CEO and her staff. The recommendations also emphasize regular and ongoing communication with all members and particularly organizational leaders.

Recommendations:
1. The CFPC Board of Directors be comprised of 11 Directors.
2. A skills/competency matrix be used by the Nominating Committee to recruit Board Director nominees.
3. Board Director terms be 3 years, renewable once for Directors-at-Large and 1-year for Officers. The exception is when the new Board is initially constituted in order to ensure continuity and stagger retirements.
4. The Board approve the following documents:
   a. Board of Directors - Function and Meetings Policy
   b. Board Directors and Officers - Roles and Responsibilities Policy
   c. Executive Expectations
   d. Board Director Nominations and Elections Policy
   e. Terms of reference for the Nominating Committee
5. The CFPC Executive Committee be comprised of the President, President-Elect, Past President, Honorary Secretary-Treasurer and CEO as a non-voting member.
6. The Executive Committee will make decisions on behalf of the Board in urgent situations only, with the decision communicated to the Board in a timely fashion.
7. An annual Forum be introduced with an inclusive invitation list with a focus on maintaining links between stakeholders and the Board as well as between groups of stakeholders. The Forum will serve as an opportunity to request stakeholder input on proposed Board direction; provide a “focus” group for vetting initiatives by stakeholder groups themselves; promote networking and leadership development; and serve as an important resource for the Board.
8. Chapter Symposia continue with the CFPC’s President-Elect and a leader named by the Chapters as co-chairs and all CFPC Board Directors in attendance.
9. Regular opportunities exist for stakeholders to influence the Board agenda, connect in person with and discuss issues with the Board.

10. A robust assessment of the achievement of the objectives be conducted with input from a variety of stakeholders.

11. Ongoing communication between the Board and the various stakeholders of the organization occurs and strategies are in place to ensure this.
PART 1.  Introduction

1.1 We listened

A Board Director commented during the Spring consultation process that “the CFPC has undergone substantive changes and growth but the Board has essentially remained the same”...

The Governance Advisory Committee (GAC) is a committee of the CFPC Board. It was established in 2010 to examine the effectiveness of the organization’s current governance structure and to propose potential changes to enhance the effectiveness of the Board, the engagement of stakeholders, the role of committees and the role of the CEO.

CFPC Board Directors, current and past, indicated through consultation and board meeting evaluations that they value the networking opportunities as well as the exposure to the “big picture” that attendance at CFPC Board meetings provides. Despite this, there has been recognition that the large size of the Board (40 Board Directors) hinders its ability to truly fulfill the mandate it should - effective stewardship of the organization. This function is largely being performed by the Executive Committee (6 elected individuals plus the ED/CEO as a non-voting member). The size of the Board has also had the unintended consequence of limiting engagement through robust interaction because of the sheer volume of “business” that must be completed. Chapter leaders (elected and staff) have questioned how best to share Chapter-specific comments and concerns with the CFPC and other Chapters and are looking for enhanced opportunities to collaborate.

The GAC conducted a literature review and deliberated extensively on strengths and weaknesses of our current structure and operations, and options for the future. The GAC presented to the Board at the Spring 2013 meeting. The focus was on principles of good governance and enhancing the functioning of our organization. The GAC noted areas of concern for Board Directors and included responses to these concerns in drafting proposed changes.

In April 2014 the GAC circulated documentation that outlined proposed function and structure for a Board, Executive Committee, Forum and Chapter meetings. These structures are a key element of the GAC’s proposal for enhancing the CFPC’s governance and stakeholder engagement. The documentation was circulated in advance of the May 30th CFPC Board discussion in order to provide an opportunity for Board Directors and leaders of other stakeholder groups, to consider the changes and ask questions.

During April and the first week of May 2014 the members of GAC held telephone conversations with Board Directors, either one-on-one or in small groups. In addition, the Chapter Administrators and Executive Directors (CAEDs) and CFPC Senior Staff were asked for feedback.

A summary of the consultation process input, including responses to questions and concerns, was circulated to frame the discussion and questions for the May 2014 Board meeting. Chapter leaders (elected and staff) focused on Chapter-specific concerns the day prior to the Board meeting. The Board meeting discussion then focused on seeking proposed solutions to areas of concern. Board Directors and Chapter leaders were part of the discussion suggesting potential solutions and their input was
considered by the GAC in its further deliberations. A critical principle that guided the GAC throughout our deliberations was recognition of the need to retain the ability of stakeholders to influence the Board agenda and participate in direction-setting discussions. Initiating a robust communication plan on an ongoing basis was considered essential in maintaining the connection between the various stakeholders and the Board. The GAC believes that the recommended proposal will enhance those linkages and channel the voices of leaders of College constituencies in an effective and meaningful way.

A similar consultation process was conducted leading up to the November 10th 2014 Board of Directors meeting where the Board approved the Report and Recommendations from the GAC. At the November 13th, 2014 Annual Meeting of Members Dr. Sarah Kredentser, Chair of the GAC shared that the Board of Directors had approved the Report and Recommendations entitled Enhancing CFPC’s Effectiveness in Governance and Stakeholder Engagement Monday November 10th. She summarized the key features of the recommendations and indicated that this would be communicated with members over the next 6-9 months.

The questions/comments from members during the Annual Meeting were as follows:

- **Question:** “What problem are the proposed changes trying to solve?”  
  **Answer:** to provide greater opportunity for interaction and dialogue - for the most part this is currently occurring within the Executive Committee (6 elected leaders and the CEO as a non-voting member) who then presents its recommendations to the Board or makes decisions on behalf of the Board. The volume of Board business to approve coupled with the large size of the Board, has limited effective interaction between participants. The most robust and valuable interaction occurs at Leaders Forums during which specific topics are examined in detail and the perspectives of all Directors can be heard. In addition, given the growth of the organization and its multifaceted activities, stewardship with respect to risk assessment and management has become much more time consuming. The College must be responsive and nimble in its governance structure. As well, the most recent Canada Not-For-Profit Corporations Act requires 100% participation and consensus among all board directors in order to approve a motion electronically. This is a challenge to achieve in a timely manner with 40 directors.

- **Comment:** CFPC Presidents gain much experience sitting on the Executive Committee for several years prior to their presidency. Will these changes shorten the time available to become knowledgeable enough to lead the organization?  
  **Response:** Although the proposed Executive Committee will be smaller, it will also have a significantly reduced role from what it currently has. It will be the future proposed Board that will essentially function similarly and meet face-to-face with the same frequency and operate electronically with a similar regularity, as the current Executive Committee. There should continue to be a strong opportunity for leadership development and mentorship leading to the Presidential position. It is expected that those individuals who become President Elect will have sat on the Board for several years.

The following motions were approved by the Board of Directors in May 2014 and subsequently approved by members of the CFPC at the Annual Meeting November 13, 2014:

**GOVERNANCE EFFECTIVENESS AND STAKEHOLDER ENGAGEMENT**
THAT the CFPC members approve in principle transitioning from the current Board of Directors to a smaller skills-based Board of Directors that will be reflective of the membership and elected at the 2015 Annual Meeting of Members;

FURTHER THAT the CFPC members direct the Board of Directors to submit a related proposal regarding board composition and function and stakeholder engagement for member consideration at the 2015 Annual Meeting of Members.

BOARD DIRECTOR ELECTIONS

THAT the CFPC members approve suspending Board Director nominations other than for Executive Committee positions, at the November 13th, 2014 Annual Meeting of Members.

Effective November 13, 2014 the CFPC Board of Directors has 31 Directors.

1.2 Objectives

The objectives of reviewing current processes and operations were to establish the following:

1. A Board that remains credible and accountable to our members and has the skills necessary to steward the organization effectively;
2. A Board that can effectively develop strategic direction for the organization and monitor its progress towards those goals in a timely manner;
3. A more robust mechanism for stakeholders* to interact, be engaged and be empowered;
   *(chapters, sections, committees, chairs of departments of family medicine, members)
4. Enhanced opportunities for networking and input on various initiatives by Chapter and Section leaders;
5. More meaningful experiences for all those attending CFPC meetings.
6. Clearer delineation of operational and direction-setting responsibilities between the Board and the CEO.

1.3 Audience

This report is written for the members of the CFPC by the Board of Directors’ Governance Advisory Committee. We have attempted to provide enough information for you to make an informed decision regarding the proposed changes.

1.4 Scope

The GAC has focused on a realignment of work among the Board, the Executive Committee, the CEO and her staff. This report focuses on proposals for the composition of the Board, opportunities for stakeholders to influence the Board agenda and remain engaged with the Board, the function and composition of the Executive, and the function and purpose of the Forum (see the visual depiction of these opportunities in Appendix J). Strategies for a robust communication plan as well as ideas for evaluation of the evolving governance structure are included.
This report also includes details of related processes, including the Board Director nomination and election process with terms of reference for the Nominating Committee and a competency matrix to recruit committee members as well as prospective Board Directors. Additional appendices are attached that delineate other significant components of the proposal.

Preliminary ideas about differentiating board committees (those directly supporting the Board in achieving its mandate) and other committees are included. More work is required to finalize the reporting structures with the organization with respect to our over 60 committees. For the immediate future, they will continue to submit reports to the Board.

The CFPC is at a stage where many processes and approaches are being reassessed to ensure that we are a highly effective organization. The proposed changes have to be considered in the context of other parallel initiatives including a more purposeful approach to strategic planning, the establishment of a communications and marketing strategy, the restructuring of how we handle all member enquiries, and the implementation of the results of the organizational capacity review.

As an organization that has grown substantially over the last 20 years, we must make changes that allow us to more effectively govern, more effectively connect with our various stakeholders and more effectively respond to member needs. The proposed changes will move us toward a model that is able to do so in a timely and dynamic way.

1.5 Research
The GAC focused on determining CFPC’s objectives related to governance and stakeholder engagement and then examined the governance structures of known organizations, looking for elements that could be adopted by the CFPC to enable it to meet its objectives. This included the Canadian Medical Association, American Academy of Family Physicians, Royal College of Physicians and Surgeons of Canada, Canadian Nurses Association, in particular, as well as other organizations through the review of multiple journal articles and books.

Literature was referenced in relation to specific topics, like trends in board size, board function, and evaluation tools. A list of references is embedded at the end of the document.
PART 2. Proposed Elements

2.1 Board
Recommendations:

1. The CFPC Board of Directors be comprised of 11 Directors.
2. A skills/competency matrix be used by the Nominating Committee to recruit Board Director nominees.
3. Board Director terms be 3 years, renewable once for Directors-at-Large and 1-year for Officers. The exception is when the new Board is initially constituted in order to ensure continuity and stagger retirements.
4. The Board approve the following policies:
   a. Board of Directors - Function and Meetings Policy
   b. Board Directors and Officers - Roles and Responsibilities Policy
   c. Executive Expectations
   d. Board Director Nomination and Election Policy
   e. Terms of reference for the Nominating Committee

Function of the Board:
- Vision and stewardship
- Selection, support and evaluation of the CEO
- Financial, legal and risk oversight
- Governance of the Board
- Communication with College stakeholders*

*Stakeholder means Chapters, Sections, Committees, University Departments of Family Medicine, Staff (Chapter and CFPC), Members.

The CFPC’s Board of Examiners and Accreditation Committee have unique responsibilities in making final decisions regarding candidate performance on the certification examination and accreditation of residency training programs. The Board of Directors has a role in any appeals of process related to these decisions.

In addition to clarifying the roles of the Board, the role of the CEO has been articulated in ‘Executive Expectations’. Board expectations of the CEO are outlined giving her/him authority to make decisions within bounds, in the pursuit of organizational goals.

Principles to guide the function of the Board:
- Clear differentiation between board responsibilities and CEO responsibilities – the Board’s focus is on governance activities, not operational activities.
- The Board’s mandate is to work towards collective board engagement, knowledge, reflection (both self and organizational) and responsiveness to members.
- Must meet frequently enough to fulfill the functions required.
- Accountable to the members of the CFPC.
**Composition:**
The Board of Directors and GAC recommend the following:

- The competency and skills matrix be the basis for determining the necessary skill and experience complement on the Board and for recruitment of Directors;
- A policy be approved that outlines the composition of the Board as the four (4) Officers (Past President, President, President-elect, Secretary-Treasurer) and 7 Directors-at-Large. The collective board of 11 Directors will include a diverse membership that reflects the breadth of experiences of Canadian physicians based on geographic differences, health system differences, practice model differences, different stages of practice and demographic differences. It will specifically include individuals from across the country and an individual in his/her early years of practice (every effort should be made to restrict nominations and renewals to individuals who are within their first 4-5 years of practice; (early years of practice includes residents). It may include a non-physician member of the public as deemed appropriate to address specific skill requirements.

The rationale for 11 Directors includes:

- the need for the Board to be small enough to have rich discussions yet large enough to get the work done
- the ability to teleconference well
- the experience of the current Executive Committee of 6 being able to develop a high level of understanding about the organization and the topics, cover a large quantity of material and address issues in a timely manner
- the significant time commitment of proposed Board Directors and the potential challenge in recruitment.

With no evidence for an absolute ‘right number’ of Board Directors, the Board and GAC propose 11.

**Board Directors Commitment...**

- Four (4) face-to-face Board meetings per year, two (2) days each; regular (often at least weekly) electronic requests to review and respond to emails and videoconferences as needed.
- Participation on at least one Board Committee (Governance Advisory Committee, Finance Committee, Nominating Committee, Strategic Planning Committee).
- Attendance at annual Forum, Family Medicine Forum (FMF) week events including the Annual Meeting of Members.

**Board Director Terms:**

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<thead>
<tr>
<th>Board Positions</th>
<th>Length of term</th>
<th>Notes regarding election</th>
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<tbody>
<tr>
<td>Past-President</td>
<td>1 year</td>
<td>Automatic/acclaimed</td>
</tr>
<tr>
<td>President</td>
<td>1 year</td>
<td>Automatic/acclaimed</td>
</tr>
<tr>
<td>President-elect</td>
<td>1 year</td>
<td>Elected. Under usual circumstances, upon completion of the Secretary-Treasurer year, that individual will be</td>
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nominated for this position

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<tr>
<th>Position</th>
<th>Term</th>
<th>Notes</th>
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<td>Secretary-Treasurer</td>
<td>1 year</td>
<td>Elected. Nominee will come from among the Directors-at-Large who would be eligible after 1 year on the board. The policy regarding Board Director selection permits the nomination of a Secretary-Treasurer from beyond the Directors-at-Large (i.e. from the membership at large) to avoid having the hands of the Nominating Committee tied if none of the Directors-at-Large are ready for/appropriate to nominate to the Treasurer position.</td>
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<tr>
<td>Director-at-Large (1 to 7)</td>
<td>3 years, renewable once</td>
<td>Elected.</td>
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**Board Director Election:**
The Nominating Committee will seek interest from members based on identified attributes / skills /experiences /diversity needs on the Board as a whole. While each Board Director may not possess all the attributes in the skills matrix, the Nominating Committee will be looking for accomplished and experienced individuals. Applicants will be considered if they possess at least intermediate skills/knowledge in the majority of the attributes in the skills matrix or special skills in an area of determined need. The Call for Interest will be broad and Chapters will have an invaluable role, along with the Nominating Committee, in encouraging individuals to consider submitting their interest. Through this role Chapters may influence the pool of nominees with the final decision of the Board slate resting with the Nominating Committee. Members who are interested will be asked to complete an attributes form as well as request two CFPC members to act as references. The references will also be required to complete an attributes form. Submissions will be reviewed, a short list developed and interviews conducted. The slate comprised of one recommended Board Director per each vacancy, will be circulated to the membership prior to the Annual Meeting with accompanying information about each nominee. This slate will then be presented to the members for election at the Annual Meeting of Members (formerly Annual General Meeting). There will be nominations accepted from the floor of the Annual Meeting.

**Transitional Board:**
In order to transition from the current Board to the proposed Board at the November 2015 Annual Meeting, a ‘Transitional Board’ will be recommended by the Nominating Committee, with the assistance of the GAC. The purpose of the Transitional Board is to ensure continuity and knowledge of Board work, create a manageable task for the Nominating Committee with respect to the number of new Board Directors needing to be recruited in 2015, and introduce a robust stagger pattern for the introduction and retirement of Board Directors. All current Board Directors have been invited to indicate interest in participating on the Transitional Board. There are three current Public Board Directors and all are
involved in at least one CFPC committee and it is hoped that they will agree to continue in those roles and possibly consider additional committee roles, beyond their resignations from the Board. Typical committee member terms are 3 years, renewable once. As noted later there is also an opportunity for current Board Directors to participate on the Transitional Nominating Committee.

**Transitional Nominating Committee:**
The proposed function of the Nominating Committee is a significant expansion from the current role. A competency/skills matrix will be used to assist in selecting the members of the Nominating Committee. Selection of these members will be the responsibility of the Governance Advisory Committee. In 2015 a Transitional Nominating Committee will be established comprised of the existing members of the Nominating Committee (Past President, Past Past President, President, CEO as non-voting), three additional members from among current Board Directors and a member from the general membership.

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<th>Documents included in the Appendices:</th>
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<td>Skills / competency matrix for Board Directors......</td>
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<td>Board of Directors - Function and Meetings Policy.......</td>
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### 2.2 Executive Committee

**Recommendations:**

5. The CFPC Executive Committee be comprised of the President, President-Elect, Past President, Honorary Secretary-Treasurer and CEO as a non-voting member.

6. The Executive Committee will make decisions on behalf of the Board in urgent situations only, with the decision communicated to the Board in a timely fashion.

**Function of the Executive Committee:**

- Support / act as a resource for the CEO;
- As delegated by the Board, prepare the CEO evaluation and contract;
- Act as College spokespersons as outlined in the by-laws;
- Serve on behalf of the Board if urgent decisions are required (urgency here pertains to time-sensitivity vs. the complexity of the issue. All possible measures will be taken to obtain board approval. An example of when the Executive Committee might need to act on behalf of the Board is a time pressure to support an inter-organizational statement for the media);
• Develop and implement ongoing Board Director educational opportunities with the assistance of the CEO, Executive Directors and Director of Governance and Strategic Planning.

**Composition:**
It is recommended that the Executive Committee be comprised of the President, President-Elect, Past President, Honorary Secretary-Treasurer and CEO as a non-voting member. The Executive Committee would communicate as needed but not have scheduled meetings. The President would chair the Executive Committee.

**Other important roles for Executive Committee members:**
- President - Chair of the Board, Chair of the Executive Committee (if called), Chair of the Annual Meeting of Members
- Past-President - Chair of the annual Forum
- President-Elect - co-Chair of the Chapter Symposium with a partner named by the Chapters
- All four - attend Chapter Symposiums

**2.3 Forum**

**Recommendations:**
7. An annual Forum be introduced with an inclusive invitation list with a focus on maintaining links between stakeholders and the Board as well as between groups of stakeholders. The Forum will serve as an opportunity to request stakeholder input on proposed Board direction; provide a “focus” group for vetting initiatives by stakeholder groups themselves; promote networking and leadership development; and serve as an important resource for the Board.

It is essential that Chapter and Section leaders are given opportunities to influence the Board agenda and connect with the Board, discuss implementation of initiatives and provide valuable feedback. A broad range of stakeholders (Chapters, Sections, Committees, Chairs of Departments of Family Medicine) will be invited to participate in an annual Forum. The following objectives outline a clear purpose for the Forum, with a draft agenda available in Appendix I.

**Forum Objectives:**
- To provide an opportunity for key CFPC stakeholders to meet with each other and the Board of Directors.
- To serve as a resource to the Board for the development and implementation of strategic directions and initiatives as well as to provide feedback and recommendations. The Board will review this input and report back to the Forum participants on its deliberations.
- To generate ideas through dialogue, brainstorming, engagement and networking.
- To provide opportunities for leadership development.

**Format and Participants:**
- Two (2) day, stand-alone event to be held in Mississauga (suggesting early June)
- Chair: Past President
- Participant list:
  - Board Directors
  - Chapters (with Chapters naming 2 representatives each)
  - Section chairs or designates (with the Sections of Medical Students and Residents naming four representatives each)
  - CFPC Committee chairs or designates*
  - Chairs of University Departments of Family Medicine
  - Chapter Senior Staff
  - CFPC Senior Staff
  - Possibly Representatives from sister organizations when relevant topics exist
  - TOTAL ~140 people
  * committee includes working groups, task forces, etc. in existence at the time.
- Forum participants will help frame the agenda, take part as both leads and participants during the Forum, and partake in follow-up work after the Forum.

**Elements of the Forum Agenda:**
- Update on Board actions including a Q&A with participants
- Request for participant input on key topics being considered by the Board (reflection on feedback and proposed direction will be shared with participants for their feedback)
  - Examples might include:
    - Considering adding a third year of training to residency training
    - Changes in Fellowship designation
    - Changes in acceptable CPD for Mainpro
    - A policy eliminating contributions by pharmaceutical companies for CPD events
      - The topics that the Board seeks feedback on must be substantive and provide Forum participants with an opportunity to help the Board work through meaningful deliberations.
- Opportunity for all participants to submit a ‘Bulletin Board Item’ - the most important thing they wish to share with other leaders in the CFPC (including the Board) regarding what is happening in their province/area of activity. The purpose of sharing this information might be to solicit feedback, to attract collaboration or to simply communicate.
  - Examples might include:
    - highlights from a Chapter on a PMH-related invitational held with government and community stakeholders;
    - the Chairs of the Departments of Family Medicine highlighting opportunities for local physicians to engage in research;
    - a committee sharing proposed terminology related to physician assisted suicide for feedback.
In addition, participants will also be asked for input on the Bulletin Board Item topics they would value. Bulletin Board Items are introduced in 5 minutes (without Powerpoint) followed by 10-15 minutes for group discussion/input. Bulletin Board Items will be organized according to CFPC’s strategic themes where applicable and shared in concurrent sessions with participants choosing the topics they wish to attend. Further consideration of Bulletin Board Items by the Board will be determined by the input from Forum participants.

- Opportunity for all participants to submit an idea for a topic they would like to share with all or a sub-set of the Forum participants related to ‘leadership enrichment’. Topics will reflect the different interests of the participants.

  The following are examples of some possibilities:
  - topics that will be helpful for Chapters running their boards, e.g. governance training
  - advice from a seasoned committee chair to new chairs
  - how to approach your Member of Parliament
  - a chapter’s report on strategies for engaging members in the first 5 years of practices
  - a recent experience using a new approach or technology in running an effective meeting
  - an opportunity to enhance one’s knowledge in an element of the board competency matrix - i.e. understanding and knowledge of the CFPC’s missions, vision and goals; board and governance knowledge; familiarity with contracts and other legal processes; ability to understand the financial health of the organization as presented in its financial statements; etc..

In addition, participants will be asked for input on leadership enrichment topics they would value. There will be sessions of different lengths to suit different needs; sessions will run concurrently and participants will choose which sessions they wish to attend. We hope to draw on the strengths of our own leaders in sharing their knowledge and experience.

Introduction to the Forum as described above would commence in the spring of 2016. As a transitional step, the Spring 2015 Board Leaders’ Forum will continue to be linked with the Board meeting and include all who attend the Board meeting. Designates of the Board Directors who retired in November 2014 will be invited to attend this Board Leaders’ Forum. These individuals will also be invited to attend the May 2015 Board meeting as observers.

**Documents included in the Appendices:**
Detailed description of Forum and mock Agenda........... Appendix I

**2.4 Chapter Meetings**

**Recommendations:**

8. Chapter Symposia continue with the CFPC’s President-Elect and a leader named by the Chapters as co-chairs and all CFPC Board Directors in attendance.
With the help of a new Chapter Liaison, work is underway to further explore the roles and responsibilities of Chapters and the CFPC working together and independently. With an awareness of this work, the GAC has only made broad recommendations related to Chapter meetings.

Chapter Meetings include the Chapter Symposium, Chapter President Meetings, Chapter Administrator and Executive Director Meetings, and combined meeting of the elected and staff leaders of Chapters. The purpose of bringing together leaders from each Chapter and from the CFPC is to facilitate mutually supportive and collaborative relationships in furthering the mission and strategic direction of the organization.

**Objectives of Chapter Meetings:**
- To provide an opportunity for the CFPC and its Chapters to work together in furthering the mission of the organization
- To build capacity in each province so that members receive equity in services; to mentor smaller Chapters
- To engage Chapter leaders in the activities of the CFPC and foster collaboration between Chapters, and Chapters and the CFPC
- To network, collaborate, communicate, share - avoiding duplication of work by sharing experiences and information
- To engage Chapters in strategy development and implementation
- To discuss impacts of CFPC policies on Chapters and discuss implementation strategies in each province
- To provide leadership development opportunities that equip leaders with knowledge and skills that they require to benefit their Chapters.

**Chapter Symposium:**
This is currently an annual event in January involving Chapter Presidents, Presidents-Elect, Senior Staff, as well as CFPC President, President-Elect, Past President, Senior Staff (approximately 45 people). A day and a half (1.5) meeting is hosted by one of the Chapters (expenses covered by the CFPC). The GAC recommends that the CFPC’s President-Elect and an individual named by the Chapters co-Chair this event. The GAC recommends that two Chapter Symposia per year be considered. A second Symposium will only be considered if fully supported by Chapters and the CFPC after experiencing the proposed additional engagement opportunities.

**Chapter President Meetings:**
The evolution of these meetings has proved beneficial to both Chapters and the CFPC. The GAC recommends that the Chapter Presidents continue to work together. With the introduction of the Forum, the continuation of Chapter Symposia and the enhanced opportunities for Chapter Presidents to connect with the Board going forward (by way of teleconferences leading into and following CFPC Board meetings), there will need to be further exploration of the agenda content for Chapter President meetings.
Chapter Administrator/Executive Director Meetings (CAEDs):
The GAC recommends that the CAEDs continue to work together with the support of the CFPC. Terms of reference recently established by this group are a great step towards enhanced collaboration and support for each other.

Orienting Chapter Leaders to the CFPC:
The GAC recommends that Chapters be provided with information that can be shared with their Boards regarding how the CFPC and its Chapters are related, how they work together as well as independently, the purpose of the Chapter Symposium and other Chapter meetings noted above, and opportunities for Chapter leaders to influence CFPC Board discussions and name representatives to participate in the annual CFPC Forum. GAC further recommends that when the CFPC President and/or CEO attend(s) a Chapter Annual Meeting where a Chapter President-Elect is elected, they meet and discuss the relationship and interactions between the CFPC and the Chapter, and answer any questions that the Chapter President-Elect may have.

From November 2014 to November 2015 there will be a Chapter Symposium in January 2015 that will welcome 6 Chapter Presidents-Elect who are not CFPC Board Directors. At the time of the May 2015 CFPC Board meeting there will continue to be Chapter meetings ((i) Presidents, (ii) CAEDs, and (iii) combined Presidents and CAEDs). As mentioned in section 2.3, as a transitional step, the May 2015 Board Leaders’ Forum will continue to be linked with the Board meeting and include all who attend the Board meeting. The Presidents-Elect in Chapters where a CFPC Board Director retired in November 2014 (AB, MB, ON, NB, NS, NL) will be invited to attend this Board Leaders’ Forum as well as the Chapter meetings. Because they will already be present, these Presidents-Elect can also be invited to attend the May Board meeting as observers. This will help familiarize them with the CFPC and its Chapters. At the time of the November 2015 Board meeting all Chapter Presidents except for Manitoba will be in attendance as CFPC Board Directors so a Chapter Presidents’ meeting will be held with a special invitation to the Manitoba Chapter President.

Beyond November 2015 the January 2016 Chapter Symposium is known but the timing of Chapter President meetings will need to be determined with the input of the Presidents.

Greater CFPC commitment to understand the Chapters:
The GAC recommends that the CFPC and its Chapters explore together the ways in which the national organization can develop a better understanding of each Chapter’s needs and issues. Together, the Chapters and the CFPC should determine their specific roles and responsibilities, opportunities for collaboration, process for ongoing assessment of Chapter needs, including assistance from national, areas that require independent activity. Suggested areas to explore include:

- How can committees that currently have an individual from each province/Chapter, be altered to enhance the sharing and liaising between Chapters and the CFPC (for example practise models and health systems through the Advisory Committee on Family Practice, Continuing Professional Development through the National Committee on CPD, membership engagement and useful practice tools through the Membership Advisory Committee)?
• How can the Chapter Presidents meetings (attended by the CFPC President/Chair of the Board and CEO) as well as the Chapter meetings attended by all Chapter Presidents, Chapter staff, CFPC President, CEO and select senior staff, be most effective in stimulating rich discussions regarding the challenges Chapters face?
• How can CFPC’s President, CEO and Executive Directors be more engaged with Chapters in order to understand their challenges and deliberations?
• CFPC’s President/Chair of the Board, Past President, President-Elect, CEO and Senior Staff participate in the Chapter Symposium and the President-elect is accountable for working with the Chapter-named co-chair to run the Symposium and report back to the board on chapter successes and challenges.

PART 3. Stakeholder Engagement

Recommendations:
9. Regular opportunities exist for stakeholders to influence the Board agenda, connect in person and discuss issues with the Board.

Recognizing that Board Directors, and Chapter and Section leaders must be able to influence the Board agenda and connect in-person with the Board, stakeholders (Chapters, Sections, Committees, Chairs of Departments of Family Medicine, Senior Staff) will be invited to submit topics for CFPC Board agendas and Forum agendas.

Opportunities to influence Board agendas:
There are a variety of opportunities for interacting with the Board. The time frames noted below relate to the nature of the topic and the different formats of interaction. Ideally, topics for Board consideration will be submitted at the time of the annual request (December 1st) so they can be scheduled to include the appropriate people at the table to participate in the discussion. That said, issues arise more often than annually, so there is an opportunity to connect with the Office of the Executive Director/CEO and share a topic that needs to be considered for the next board agenda, if possible, (short term) or if really time-sensitive, it could be addressed electronically by the Board.

1) Medium-Long Term:
• If the topic is a strategic topic that would involve discussion and input among several stakeholders, preferably the request would be submitted by December 1 so that adequate preparation and lead time can occur to allow stakeholders to schedule their possible attendance at a Board meeting. An effort will be made to group themes according to the CFPC’s strategic themes, as mentioned below. This will provide stakeholders the opportunity for stakeholders with common issues to meet and discuss these issues with the Board. If felt to be an issue requiring multi-stakeholder input, the Board may decide to take the topic to the Forum for broader input.
  o Example of a long/medium term topic: considering extending the length of residency training
  o Example of a medium to short term topic: A specific initiative of the PEI Chapter is highly regarded but requires additional support (financial and resource). The PEI Chapter would communicate with the CFPC Board when it has the details of this
request ready. Note that depending on the nature of this initiative the Board could determine that the initiative might be of interest to all Chapters and request that it be discussed at the Chapter Symposium.

2) **Short Term:**
   - Stakeholders may request that the Board consider an agenda suggestion **at its next meeting.** Such invitation will be extended to stakeholders prior to each Board meeting. If felt to be an issue requiring multi-stakeholder input, the Board may decide to take this topic to the Forum for broader input.
     - Example of a short term topic: A new Section of Communities of Practice in Family Medicine (CPFM) Program Committee is being recommended to the Board for approval. The CPFM Council might not know this at the time of the annual request, but then the work is done to complete the Application and the CPFM Council recommends it to the Board. This could come to the Office of the ED/CEO and be put on the next board agenda for consideration.

3) **Urgent:**
   - **Any time sensitive** requests may be submitted to the CFPC Executive Office with the appropriate background information as they arise. The Board will do its best to address these items in a timely manner. If felt to be an issue requiring multi-stakeholder input, the Board may decide to take this topic to the Forum for broader input.
     - Example of an urgent term topic: The Future of Medical Education in Canada (FMEC) Project related to CPD (a partnership involving the CFPC and several other national associations) finalizes the draft for a collaborative report and requests that the partner organizations support it. The deadline for the indication of support is before the CFPC’s next board meeting. This would be shared electronically with Board Directors for review and approval.

**Feedback:**
Reports prepared for the Board will require the inclusion of the results of related consultations. This will include stakeholders directly impacted by the topic as well as a broad cross-section of stakeholders. Appropriate consultation for issues that directly impact Chapters or other stakeholders is required prior to the Board considering the issue. The report to the Board should include the results of the consultation as well as an assessment of the potential impact, benefits or possible disadvantages of the initiative. Once reports for the Board are received, the Director of Governance, CEO and Chair of the Board will review the reports and identify issues to be shared with Chapter Presidents and Section Chairs. A summary of key issues will be shared with Chapter Presidents and Section Chairs for information prior to the Board meeting. A teleconference including Chapter Presidents, Section Chairs, CFPC Chair of the Board, CEO and Director of Governance will be called to discuss the board topics and if further consultation is needed, to obtain such. If this occurs, collective Chapter President feedback will be added to the report.

Following each CFPC Board meeting a summary will be circulated to key stakeholders including Chapter Presidents and Section Chairs, and a teleconference time will be reserved for any stakeholders wishing to discuss the details with Board Directors.
Opportunities to influence Forum agendas: (see Part 2.3)

The Role of Chapters ...

- Chapters will assist the CFPC Nominating Committee by approaching members who hold the specific experience and skills sought. The Chapters will be encouraged to put forward names for nomination to the Board.
- Chapters will be invited annually (December 1st) to submit topics for discussion at CFPC Board meetings and at the annual Forum. They will also be invited to submit topics prior to each CFPC Board meeting and to contact the CFPC at any time, particularly if time-sensitive issues arise.
- Chapter leaders will be invited to participate in relevant Board meeting discussions.
- Chapters will be consulted in the development of relevant reports to the Board of Directors to ensure Chapter perspective is included. They may also be consulted for topics that do not directly impact them but for which a broad cross-section of member reaction is desired.
- Chapters will receive a summary of Board agenda topics. Following that, Chapter Presidents will be invited to participate in a teleconference with the Chair of the Board and ED/CEO to discuss agenda items prior to the meeting. Following each Board meeting Chapters will receive highlights of the meeting and Chapter Presidents will again be invited to participate in an optional teleconference to discuss any decisions or issues.
- Chapters will choose two representatives to attend the annual Forum in addition to the Chapter Executive Director/Administrator - all will participate and/or lead.
- Chapter Presidents, President-Elects, Executive Directors/Administrators will participate and lead the Chapter Symposium.

The Role of Medical Students and Residents...

- Medical students and residents will continue to have Sections and continue to be engaged as members of the following CFPC committees:
  Residents:
  - Advisory Committee on Family Practice
  - Board of Examiners
  - Editorial Advisory Board
  - Ethics
  - Family Medicine Forum Advisory Committee
  - First Five Years in Family Practice
  - Membership Advisory
  - Section of Medical Students
  - Section of Communities of Practice in Family Medicine Council
  - Section of Researchers
  - Social Accountability Working Group
  - Communities of Practice in Family Medicine Program Committees (A variety of)
  Medical Students:
  - Family Medicine Forum (FMF) Advisory Committee
  - Undergraduate Education Committee
  - Section of Teachers Council
  - Section of Residents Council
  - Membership Advisory Committee
  - Global Health Committee
  - Section of Communities of Practice in Family Medicine Council
- SHARC-FM Editorial Advisory Board

- The Sections of Medical Students and Residents (SOMS, SOR) will be invited annually (December 1st) to submit topics for discussion at CFPC Board meetings and at the annual Forum. They will also be invited to submit topics prior to each CFPC Board meeting and to contact the CFPC at any time, particularly if time-sensitive issues arise.

- SOMS and SOR leaders will be invited to participate in relevant Board meeting discussions.

- SOMS and SOR will be consulted in the development of relevant reports to the Board of Directors to ensure future physician perspective is included. They may also be consulted for topics that do not directly impact them but for which a broad cross-section of member reaction is desired.

- The Chairs of SOMS and SOR will receive a summary of Board agenda topics. Following that, they will be invited to participate in a teleconference with the Chair of the Board and ED/CEO to discuss agenda items prior to the meeting. Following each Board meeting SOMS and SOR Chairs will receive highlights of the meeting and again be invited to participate in an optional teleconference to discuss any decisions or issues.

- SOMS and SOR will choose four representatives each (total of 8) to attend the annual Forum - all will participate and/or lead.

**The Role of Section and Committee Chairs...**

- Section and Committee Chairs will be invited annually to submit topics for discussion at CFPC Board meetings and at the annual Forum. They will also be invited to submit topics prior to each CFPC Board meeting and to contact the CFPC at any time, particularly if time-sensitive issues arise.

- Section and Committee Chairs will be invited to participate in relevant Board meeting discussions.

- Section and Committee Chairs will be consulted in the development of relevant reports to the Board of Directors to ensure relevant perspective is included. They may also be consulted for topics that do not directly impact them but for which a broad cross-section of member reaction is desired.

- Section Chairs will receive a summary of Board agenda topics. Following that, they will be invited to participate in a teleconference with the Chair of the Board and ED/CEO to discuss agenda items prior to the meeting. Following each Board meeting Section Chairs will receive highlights of the meeting and again be invited to participate in an optional teleconference to discuss decisions or issues.

- Committee Chairs will receive highlights of board meetings.

- Committee and Section Chairs will be invited to attend the annual Forum - all will participate and/or lead.

- At a later date Sections and Committees will receive tools from the Governance Advisory Committee to assist with work plan development, strategic plan alignment, and ongoing evaluation of committee/section function.

**The Role of Chairs of Departments of Family Medicine ...**

- The 17 Chairs of Departments of Family Medicine will be invited annually (December 1st) to submit topics for discussion at CFPC Board meetings and at the annual Forum. They will also be invited to submit topics prior to each CFPC Board meeting and to contact the CFPC at any time, particularly if time-sensitive issues arise.
• Chairs of Departments of Family Medicine will be invited to participate in relevant Board meeting discussions.
• Chairs of Departments of Family Medicine will be consulted in the development of relevant reports to the Board of Directors to ensure optimal integration of clinical, academic, political, and regional needs across Canada, particularly with regard to resource requirements. They may also be consulted for topics that do not directly impact them but for which a broad cross-section of member reaction is desired.
• The Chairs of Departments of Family Medicine will receive highlights of each Board meeting.
• The 17 Chairs of Departments of Family Medicine will be invited to attend the annual Forum - all will participate and/or lead.

Opportunities for stakeholder engagement are highlighted in Appendix J. This emphasizes the ongoing nature of the communication between the Board and stakeholder groups.

<table>
<thead>
<tr>
<th>Documents included in the Appendices:</th>
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<tbody>
<tr>
<td>Stakeholder engagement at a Glance.....</td>
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PART 4. Evaluation
Recommendations:
10. A robust assessment of the achievement of the objectives be conducted with input from a variety of stakeholders.

Achievement of the objectives for the changes outlined in this report will be assessed. The anticipated pace of change/enhancements must be realistic. Caution will be taken to ensure that the changes are given sufficient time to ‘take effect’ before any modifications are considered.

The GAC will consider the progress expected to be achieved on each objective in the short, medium and longer-term and design an ongoing assessment process. Outside expertise will be retained to design the assessment, and it is anticipated that we will use a ‘developmental evaluation’ approach. The process will include seeking input from chapters, sections, committees, chairs of departments of family medicine, board directors, members, and staff. The GAC will conduct/facilitate the assessments and the results will be shared with the Board, discussed during Forums and Chapter Symposia and then shared in the Annual Report to Members and at the Annual Meeting. The GAC will monitor the progress towards achieving the original objectives and make recommendations to the Board if ‘course corrections’ appear to be warranted.

As part of the Board’s ongoing responsibility for its own governance, it will consider and implement governance evaluation processes that can contribute to its continuous improvement. The GAC will support this work by developing appropriate tools, conducting or facilitating the assessments, analyzing the results, and making recommendations to the board regarding its function and composition. The
Nominating Committee will use the evaluation results when working with the Board to recruit high-quality nominees and in developing the board education.

PART 5. Timelines

Transferring from current Board to proposed Board...
- Effective November 13, 2014, the Board currently has 31 Directors (refer to the motions approved at the 2014 Annual Meeting in section 1.1). At the November 10, 2014 Board meeting there was unanimous agreement that the remaining Board Directors will resign at the November 2015 Annual Meeting of Members when a slate of nominees for the new Board is presented to the membership for election. The four Officers of the proposed Board will be members of the current Board and, as mentioned above, we propose the introduction of a Transitional Board for 2015 comprised of some current Board Directors.

Communication:
Recommendations:
11. Ongoing communication between the Board and the various stakeholders of the organization occurs and strategies are in place to ensure this.

A communications plan has been developed in order to share the proposed changes with stakeholders and members. The objective is to communicate with members so that they are knowledgeable about the proposed changes and have an opportunity to voice any concerns. These concerns will be shared with the Board at the meeting in May 2015. The final proposal will be presented to the members for approval at the November 2015 Annual Meeting.

Financial Impact of the changes:

The changes proposed fall within the current budget. No new money is required.

PART 6. References


8. Connelly M. How non-profits can recruit and develop top caliber board members. *USA Today* 2007;135(2740):64.


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Appendix A

Skills / Competency Matrix for Board Directors (completed by individual interested in being nominated for the Board of Directors)

**CFPC Board Director’s/Potential Board Director’s Attributes**

Fiduciary duty requires board directors to stay objective, unselfish, responsible, honest, trustworthy, efficient and to perform their duties with undivided loyalty. Board directors, as stewards of public trust, must always act for the good of the organization, rather than for the benefit of themselves or a constituency to which they may belong. They need to exercise reasonable care in all decision making, without placing the organization under unnecessary risk.

Individual board directors should have previous experience being engaged with the CFPC or one of its Chapters on a committee. They should possess at least intermediate experience and knowledge in the majority of the attributes below or a specific skill needed. The Nominating Committee will be looking to recruit individuals who are accomplished and experienced and will complement other such individuals in establishing a board with strengths and coverage across all the attributes. The Nominating Committee welcomes submissions from candidates who possess a good understanding of family medicine and the care provided by family physicians, and who have demonstrated a broad experience of governance.

**Part A:** Please indicate your areas of experience and knowledge by inserting check marks in the table below. Please indicate only those areas that apply to you.

*Basic = no real skill or knowledge*

*Intermediate = have been exposed and have some skill and/or knowledge*

*Advanced = quite confident in my skill/knowledge level*

<table>
<thead>
<tr>
<th>FAMILY MEDICINE EXPERIENCE</th>
<th>Basic</th>
<th>Intermediate</th>
<th>Advanced</th>
<th>None</th>
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<tbody>
<tr>
<td>Clinical</td>
<td></td>
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<td>Medical education</td>
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<tr>
<td>Research</td>
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<tr>
<td>Health care administration</td>
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<p>| KNOWLEDGE &amp; EXPERIENCE (K&amp;E)             |       |              |          |      |
| CFPC (understanding and knowledge of mission, vision, goals) |       |              |          |      |
| Board and Governance (K&amp;E)               |       |              |          |      |
| Not-for-Profit Organization (K&amp;E)        |       |              |          |      |
| Legal                                    |       |              |          |      |</p>
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<tr>
<th>(familiarity with contracts and other legal processes)</th>
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<tr>
<td>Financial literacy</td>
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<tr>
<td>(ability to understand the financial health of the organization as presented in its financial statements)</td>
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<tr>
<td>Strategic planning</td>
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<tr>
<td>(demonstrated ability to think critically about systemic issues and the role of the CFPC and family doctors in the health care system)</td>
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<td>Systems Thinking</td>
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<tr>
<td>(understanding of the reasons for ongoing organizational and system behaviour, and the underlying problems, opportunities or political forces affecting the CFPC and the health system)</td>
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<tr>
<td>Risk Management</td>
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<tr>
<td>(demonstrated ability to think critically about operational and governance issues to ensure the effective management of potential opportunities and adverse effects)</td>
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<tr>
<td>Ethics and Conflict of Interest (K&amp;E)</td>
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<td>Stakeholder Engagement (K&amp;E)</td>
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<tr>
<td>Government and Government Relations (K&amp;E)</td>
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<tr>
<td>(understanding of the working of government and ability to access and influence government officials)</td>
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<tr>
<td>Patient and Health Care Advocacy</td>
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<tr>
<td>(demonstrated ability to communicate a position to the intended audience; champion of the role of the family doctor in patient care)</td>
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<tr>
<td>Political Acumen (K&amp;E)</td>
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<tr>
<td>Public Affairs and Communications (K&amp;E)</td>
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**Part B: Please check all that apply below in describing areas you feel you have good current knowledge of - either because of personal experience (past or present) or other interactions.**

**a) Values and needs at different stages of career:**
- [ ] medical student
- [ ] family medicine resident
- [ ] early career
- [ ] mid-career
- [ ] late career
- [ ] close to retirement

**b) Practicing in different geographic settings:**
- [ ] geographically isolated/remote
- [ ] rural
__ small town
__ urban/suburban
__ inner city

c) **Different practice types:**
__ solo
__ group, non-academic practice
__ group, academic practice
__ comprehensive continuing care
__ focused practice
d) **Practicing in health systems in different provinces/territories:**
__ BC
__ AB
__ SK
__ MB
__ ON
__ QC
__ NB
__ NS
__ NL
__ PEI
__ Territories
__ other country(ies), if yes please specify _______________________________
e) **Practicing within different reimbursement models**
__ Fee-for-service
__ Salary
__ Contract
__ Capitation
__ Other. If yes, please specify _______________________________

Part C: Please provide the percentage of your time currently spent in the various activities below:
__ % Patient care (direct and indirect e.g. charting, phone calls, etc.)
__ % Teaching/Education without direct patient care (e.g. contact with residents/students, preparation, assessment, etc.)
__ % Administration (i.e. management of university program, chief of staff, department head, Ministry of Health, etc.) If yes, please specify: _______________________________
__ % Research
__ % Other, please specify: _______________________________
100%

Part D: Demographics

1. Your practice profile: Please indicate with a check mark all that apply to your practice (past and present):
a) Care of patients across the life cycle:
   __ children and adolescents
   __ women’s health care, including maternity care
   __ men’s health care
   __ care of the elderly
   __ end-of life and palliative care

b) Care across clinical settings (Urban or Rural):
   __ ambulatory/office practice
   __ hospital
   __ long-term care
   __ emergency settings
   __ care in the home
   __ other community-based settings

c) Spectrum of clinical responsibilities
   __ prevention and health promotion
   __ diagnosis and management of presenting problems (acute, subacute and chronic)
   __ chronic disease management
   __ rehabilitation
   __ supportive care
   __ palliation

d) Care of underserviced patients:
   __ aboriginal patients
   __ patients with mental illness or addiction
   __ recent immigrants

2. Your personal characteristics: Please indicate with a check mark all that apply to you:
   __ Availability to prepare for and participate in Board meetings and committees
   __ Collegial, team player
   __ Committed to Continuous Quality Improvement
   __ Consensus Builder
   __ Creative
   __ (someone who) Demonstrates continuous learning
   __ Effective Communicator
   __ (someone who possesses) Integrity
   __ Leader/Motivator
   __ (someone with) Sound Judgment
   __ (someone who) can personally reflect
   __ Strategist and critical thinker
   __ (someone who would) Visibly take ownership of and support decisions of the Board
Recipient of extensive health care - either you or a family member /close friend

3. Years in practice: __0-5__  __6-10__  __11-20__  __21+__

4. Current practice location: _______________________

5. If other previous practice locations, please describe: ________________________________

6. Gender: __________

Part E: Please list past and present involvement with the CFPC and its Chapters. For example committee or working group participation, reviewer (for Canadian Family Physician or CPD programs or requests for endorsement, etc.), involvement with the Certification Examination in Family Medicine. __________________________________________________________

Part F: Please describe any previous governance experiences. ______________________________

Part G: Please describe your leadership style and your strengths as a leader in a team environment. __________________________________________________________

Part H: Please indicate what you believe the function of the Board to be and what you might contribute to this function.

Part I: Please share your strategies for maintaining a healthy work/life balance. ________________________________

Part J: Please describe the characteristics/areas of experience that you believe would offer the most value to the Board. __________________________________________________________

Name: ______________________________________
Email Address: _______________________________
Telephone Number: ___________________________

Please submit to Sarah Scott, Director Governance and Strategic Planning at sscott@cfpc.ca
Appendix B

Board of Directors - Function Policy

Title: Board of Directors – Function; Meetings
Category: Governance
Number:
Date Approved: November 2014
Date of required review: November 2017
College Contact: Director Governance & Strategic Planning
Status: To come into effect post November 2015 Annual Meeting

Policy Background: This policy describes the Function of the Board of Directors and the process for Board Meetings.

A) FUNCTION OF THE BOARD OF DIRECTORS

Principles to guide the function of the board:

- There must be a clear differentiation between board responsibilities and CEO responsibilities – the Board’s focus is on governance activities, not operational activities.
- The Board’s mandate is to work towards collective board engagement, knowledge, reflection (both self and organizational) and responsiveness to members.
- Must meet frequently enough to fulfill the functions required.
- Accountable to the members of the CFPC.

The proposed governance model sees the board determining the “ends” or goals of the CFPC (vision, mission and values), setting broad policy directions and strategic plans, establishing measures for the monitoring of performance and then evaluating that performance. Beyond that, the Board delegates the task of the accomplishment of key “ends” to the CEO according to the established policies of the Board. The Board is then responsible for ensuring that the CEO fulfills his/her delegated tasks in an ethical and legal manner.

Specific Roles of the Board:

Vision and Stewardship

- Ensures the organization’s resources and actions are aligned with the mission, vision and values
- Establishes the strategic plan for the organization and monitors progress toward achievement of the strategic plan
  - Approves performance measurements and indicators as well as the reporting and oversight system related to the strategic plan
  - Determines strategic partnerships needed to fulfill the goals of the strategic plan
- Creates vision and sets direction for the organization, with consideration of the impact on various constituencies and stakeholders, both internal and external
- Solicits ideas from the Forum and responds to input from the Forum
• Monitors the success of the organization in closing the gap between the aspirations of the organization and its actual performance
• Meets the objects outlined in the Articles of Continuance
• Sets policies for the organization within the bounds of the Articles of Continuance and By-laws
• Ensures that policies, structures and processes are in place for the sound governance of CFPC.
  • Continuously reviews the governance structure of the organization to ensure that structures are in place by which all constituencies have a voice
  • Passes by-laws subject to approval by members
  • Reports to members by calling and holding the annual meeting
  • Acts as a proxy for all members of the organization

Selection, support and evaluation of the CEO
• The CEO is responsible for the implementation of the decisions reached by the Board, within the bounds established by the Board in the Executive Expectations.
• The Board develops and oversees a rigorous process for evaluating the performance of the CEO on an annual basis.
• Provides guidance, support and oversight to the CEO.
• Receives reports from the CEO with respect to activities of the organization as they relate to progress towards reaching the goals of the strategic plan.
• Approves initiatives presented for consideration by the CEO.

Financial, legal and risk oversight
• Monitors the financial health of the organization
  • Approves annual budget, audit reports, and material business decisions
  • Oversees financial performance and viability, ensures resources/assets are available and effectively used and oversees risk management to protect assets and resources
• Ensures that processes are in place to identify the organization’s financial, reputational, legal and other risks and actions taken to mitigate those risks.
  • Adheres to legal standards and ethical norms (e.g. ensure compliance with legislated standards; ensure appropriate filing of corporation status; integrity of information insurance protection; procurement and contracts; pension; etc.)
  • Identifies and manages risk (e.g. liabilities and losses; sustainability; reputational risks)

Governance of the Board
• Individual Directors participate on board committees
• Determines performance indicators for the board and periodically and comprehensively evaluates board and individual board director performance
• Identifies skills required and potential gaps in skills and knowledge for individual board directors as well as the Board as a whole and initiates strategies to address these gaps
• Develops a process by which all new members receive orientation to the Board
• Sets policies necessary to provide the Board with good governance structure and process, including the recruitment of competent directors and the establishment of an appropriate committee structure.

Communication
• Ensures there is an adequate mechanism in place to solicit feedback from various stakeholders on relevant proposed College initiatives and policies
• Reviews feedback received from these stakeholders
• Responds to requests for review of specific activities, initiatives, or policies by various stakeholders through appropriate channels

B) BOARD OF DIRECTORS MEETINGS

i) General Issues
• The Board shall meet at such times and at such places as determined by the Board.
• A majority of the Directors shall constitute a quorum.
• The agenda of each Board Meeting shall include reports from the CEO/ED, Finance and Audit and other Committees of the Board, along with other business as determined by the Board.
• Motions and/or resolutions of the Board shall require a simple majority to pass with the exception of those specified in the By-laws as requiring Special Resolution.
• Directors shall be reimbursed for the expenses they incur for attendance at meetings of the Board as determined by the Board and College Policy.
• Any vacancy on the Board of Directors may be filled by the Board until the time of the next Annual Meeting of Members.

ii) Director Attendance, Removal or Suspension
• Without good cause for his or her absence, Directors shall be required to attend at least 75% of regularly scheduled meetings of the Board and of each committee they participate on, unless the Board is advised of a valid reason why a Director cannot attend. “Good cause” includes circumstances beyond the Director’s control such as emergency situations or personal/family illness.
• Director non-attendance at two consecutive Board Meetings may be grounds for cessation of Directorship, as determined by the Board.
• Any Director may be temporarily suspended or permanently removed from office for just cause before the expiration of his or her term by resolution passed by a majority of the votes cast at a special meeting of the Board.
[Board of Directors is addressed in CFPC’s By-laws – Section 4]
Appendix C

Board Directors and Officers - Roles and Responsibilities Policy

Title: Board Directors and Officers - Roles and Responsibilities
Category: Governance
Number: 
Date Approved: November 2014
Date of required review: November 2017
College Contact: Director Governance & Strategic Planning
Status: To come into effect post November 2015 Annual Meeting

Policy Background: This policy outlines the roles and responsibilities of the Board Directors and each of the Officer positions.

1) BOARD OF DIRECTORS

A) Composition

- The Board of Directors shall be comprised of the elected Officers (President, Past-President, President-Elect, Secretary-Treasurer), at least 7 elected Directors-at-Large and the Executive Director/Chief Executive Officer as a non-voting member.

- The official installation ceremony for the President shall take place at the time of or within 72 hours following the Annual Meeting. The President and all other Officers and Board Directors shall assume the duties of their offices immediately following the official installation ceremony.

- All Officers shall assume their duties concurrently and shall hold office for one year, or until their successors have assumed office. Directors-at-Large shall assume their duties concurrently and shall hold office for three years, renewable one. (the exception is the first year the new board is constituted, when Director-at-Large terms will not all be 3 years, renewable once, in order to introduce a stagger into the onboarding and retirement of Directors).

- Any vacancy of an Officer’s or Director’s position as a result of death, disability, resignation, dismissal, or otherwise, shall be filled by a member appointed by the Board, with the individual so appointed to serve until the next Annual Meeting of Members when this is either ratified or altered by the members.

- All Directors shall comply with the CFPC’s code of conduct and conflict of interest policies. Each Director shall be bound by such standards of performance for Directors as the board may from time to time prescribe.

B) Responsibilities of all Board Directors

- Participate thoughtfully in discussions of the Board and be prepared to discuss agenda items. Review meeting materials in advance of the meeting. Many issues arise in between Board meetings that require the Boards input. Board Directors are expected to review documents,
provide feedback and participate in discussions electronically (and in a timely fashion) and potentially by telephone meetings throughout the year.

- Be prepared to review documents related to the CFPC’s endorsement process.
- Participate thoughtfully in the board evaluation process including providing thoughtful and insightful information about one’s own skills/experiences/perspectives as they pertain to the composition of the Board as a whole.
- Volunteer for and willingly accept assignments and complete them thoroughly and on time.
- Participate in mentoring linkages with fellow Board Directors.
- Collaborate with other Board directors and build a collegial working relationship.
- Submit written summaries to the Board of any meetings attended as a CFPC representative.
- Support the final decisions of the Board.
- Develop a thorough knowledge of College goals and objectives, bylaws, operating procedures, and financial affairs.
- Actively encourage family physician involvement in the CFPC and each Chapter.

C) Responsibilities of Directors-at-Large
- Serve as full voting members of the Board and assume such duties and responsibilities as may be assigned by the Board and/or the Executive Committee.
- Attend regularly scheduled Board meetings, Forums, Annual and Special Meetings; activities during the week of Family Medicine Forum, e.g. Annual Meeting; Presidents’ Installation, Convocation.
- Participate on at least one Board Committee and serve as the liaison for that committee to the Board. This includes attending meetings, being involved in discussions, voting in the same capacity as other committee members and being involved in reviewing recommendations before they are sent to the Board.
- May serve as a liaison to the Board for at least one College stakeholder group (e.g. Chapter, Section). This includes communicating with the leader of the stakeholder group before and after Board meetings.

2) RESPONSIBILITIES OF COLLEGE OFFICERS
Officers (President, President-Elect, Past President and Secretary-Treasurer) are Board Directors.

A) President

- The President (and the Executive Director) shall ensure that the activities and programs of the College are consistent with the College's Mission, Goals and Objectives.

- The President is a designated spokesperson for the College and participates in media engagements/interviews.

- The President and the Executive Director/Chief Executive Officer or their designate shall act as the College’s official representative(s) to the executives and boards of external organizations.

- The President is a signing officer for the College as appointed by the Board of Directors.

- The President and the Executive Director attend Chapter Annual Scientific Assemblies and external meetings, as appropriate.

- The President is expected to attend meetings of the Board, Executive (if called), Forum, Chapter Symposia and all Annual and Special Meetings; activities during the week of Family Medicine Forum, e.g. Annual Meeting; Presidents’ Installation, Convocation.

- The President shall Chair all Board, Executive (if called), Annual and Special Meetings and shall vote, and in the case of a tie shall cast a second tie-breaking vote.

- The President shall be invited to participate in all College Committees and Sections, but will not have the privilege of voting unless specified as a member of the committee in its terms of reference.

- The President shall report to each Forum and Annual Meeting on the actions taken by the Board since the time of the last meeting.

- The President shall perform such other duties as custom and parliamentary practice may require or as may be assigned by the Board and/or the Executive Committee.

- The President mentors more junior Board Directors.

- The President is responsible for writing the following articles:
  - “President’s Message” for inclusion in Canadian Family Physician
  - “President’s Message” for eNews and other eNews submissions as appropriate
  - The “President’s Report” for inclusion in the Annual Report.
B) President Elect

- In the absence or disability of the President, the President Elect shall perform the duties of the President.

- In the absence or disability of the Secretary-Treasurer, the President Elect shall perform the duties of this officer.

- The President Elect is a designated spokesperson for the College and participates in media engagements/interviews.

- The President Elect is expected to attend meetings of the Board, Executive (if called), Forum, Chapter Symposia and all Annual and Special Meetings; activities during the week of Family Medicine Forum, e.g. Annual Meeting; Presidents’ Installation, Convocation.

- The President Elect shall co-Chair the Chapter Symposia.

- The President Elect shall succeed to the office of President at the expiration of the President's term.

- The President Elect shall assume such other duties as may be required by the Board and/or the Executive Committee.

C) Past President

- In the absence or disability of the President Elect, the Past President shall perform the duties of the President Elect.

- The Past President shall be a designated spokesperson for the College and shall participate in media engagement/interviews.

- The Past President is expected to attend meetings of the Board, Executive (if called), Forum, Chapter Symposia and all Annual and Special Meetings; activities during the week of Family Medicine Forum, e.g. Annual Meeting; Presidents’ Installation, Convocation.

- The Past President shall Chair the Forum.

- The Past President shall be a member of the Nominating Committee.

- The Past President shall be responsible for coordinating the CEO Evaluation with / for the Board.
• The Past President shall assume such other duties as may be assigned by the Board or Executive Committee.

• The Past President mentors other Board Directors.

D) Secretary-Treasurer

• The Secretary-Treasurer shall Chair the Finance and Audit Committee.

• The Secretary-Treasurer is expected to ensure the distribution and presentation of the minutes of meetings of the Board, Executive, Forum, Chapter Symposia, Annual and Special Meetings, to all parties.

• The Secretary-Treasurer is expected to attend scheduled Board meetings and activities during the week of Family Medicine Forum, e.g. Annual Meeting.

• The Secretary-Treasurer shall deliver financial presentations to the Board and the members.

• The Secretary-Treasurer shall communicate with the Director of Finance on a regular basis so that the Secretary-Treasurer is prepared to provide an account of transactions and financial conditions, as required and if requested.

• The Secretary-Treasurer shall regularly review monthly management reports comparing budget vs. actual costs.

• At the expiration of the term of office, the Secretary-Treasurer shall ensure that the books and minutes of proceedings belonging to the College are provided to the successor.

• The Secretary-Treasurer shall take minutes at in-camera meetings and ensure that they are passed to the next Secretary-Treasurer at the conclusion of his/her term.

• The Secretary-Treasurer shall assume such other duties as may be assigned by the Board and/or Executive.

E) Executive Director/Chief Executive Officer

• The Executive Director shall be the Chief Executive Officer and a designated spokesperson for the College.

• The Executive Director shall be appointed by the Board for a term or terms defined by the Board. The Executive Director shall serve as a full-time employee of the College and shall carry
out such duties and responsibilities as assigned by the President and/or the Executive Committee, and/or the Board.

- The Executive Director shall be accountable to the Board, as outlined in the Executive Expectations, for the operations of the College, for the provision of services to College members, and for the functioning of the Board and all other bodies of the College.

- The Executive Director shall be a member of the Executive and the Board, and shall attend all Board, Executive (if called), Forum, Chapter Symposium, Annual and Special General Meetings but shall not vote.

- The Executive Director shall be a non-voting member of all College Committees and Sections.

- The Executive Director and the President, or their designates, shall act as the College representative(s) to the executives and boards of external organizations.

- The Executive Director shall serve as the Executive Director of the Research and Education Foundation.

- The Executive Director shall have such other duties as may be prescribed by the Board, Executive Committee or the College By-laws.

3) EXECUTIVE COMMITTEE

- The Executive Committee shall be comprised of the President, Past-President, President-Elect, Honorary Secretary-Treasurer and Executive Director/Chief Executive Officer as a non-voting member.

- Responsibilities of the Executive Committee include supporting/acting as a resource for the CEO; preparing the CEO evaluation and contract as delegated by the Board; developing and implementing ongoing educational opportunities for the Board with the assistance of the CEO, Executive Directors and Director of Governance and Strategic Planning; and serving between Board meetings as needed if urgent decisions are required.

- The President will chair the Executive Committee.

- The Executive Committee will function electronically and only meet in person if required, as called by the chair.
Executive Expectations

The Board has ultimate responsibility for the organization and delegates responsibility for achieving the organization’s ends (mission, strategy, goals) to the CEO. By establishing Executive Expectations, the board guides the CEO’s actions while granting her/him authority to make decisions within the bounds. Any actions that would fall outside these bounds require discussion and approval of the Board.

Executive Expectation Statements:

1. General Executive Constraint
   - The CEO must ensure that all practices, activities, decisions or organizational circumstances are legally acceptable and do not violate accepted business and professional ethical standards. In all activities, practices and performance, maintaining the reputation of the organization is paramount.

2. Financial Planning
   - Budgeting for any fiscal period must coincide with board-approved strategic directions in allocation of resources and shall not risk fiscal jeopardy.
   - The CEO shall:
     - Ensure that budgeting includes informed projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
     - Oversee the creation of the annual budget for presentation by the Secretary-Treasurer to the board for its approval.

3. Financial Condition
   - With respect to the actual, ongoing financial conditions and activities, the CEO shall maintain fiscal well-being of the organization and prevent the development of fiscal jeopardy or a material deviation of actual expenditures from the board-approved budget, by conscientious oversight of the expenditures and revenues.
   - Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
     - Expenditures do not exceed funds received in any fiscal year. Payroll and debts are settled in a timely manner (within 30 days).
     - Reasonable efforts are made to collect outstanding receivables within 3 months.
     - Tax payments or other government ordered payments are paid on time and accurately filed.
o No more than 10% of the board-approved flexible budget (to a maximum of $25,000) is used for non-specified items - e.g. the strategic priorities budget line, without the approval of the Board.

o Staff hirings fall within the total salary budget amount approved by the Board but movement of salaries between departments may occur.

o The Board should be alerted of any material financial, legal and reputational risks and options for their mitigation.

o Any financial situations that may carry reputational risk or multi-year obligations must be discussed with the Board prior to committing organization funds.

4. Asset protection

- The CEO shall ensure that assets are protected and adequately maintained without unnecessary risk as dictated by the policies of the Finance Committee.

- Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
  - There is protection to a replacement level for loss against theft, fire and casualty
  - There is an effective regime of authorities for approving expenditures and signing contracts.
  - Liability insurance is in place for board directors, staff and individuals engaged in activities on behalf of the CFPC or the CFPC itself in an amount comparable to similar organizations.
  - All personnel who have access to material amounts of funds are bonded
  - Board-appointed auditor’s standards for controls related to receipt, disbursement and processing of funds are followed.
  - Buildings and equipment are maintained in good repair in accordance with the terms of the lease.
  - Quality, after-purchase service, value for dollar, and opportunity for fair competition are considered when making purchases for the organization.
  - Cooperation with the board appointed auditors and avoidance of conflict of interest situations occurs.
  - Intellectual property, information and files are protected from loss or damage.
  - All funds are invested in accordance with the Board approved investment policy.
  - Regular evaluation of potential risks to the board and their potential impact occurs.

5. Development of Position Statements

- When developing or amending CFPC Position Statements, the CEO shall ensure that the development of such is based on adequate research and consultation, and that such statements are reviewed at 3-year intervals.

- Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
o The Board is informed of any contentious issues related to the proposed position. The Position is brought to the board for final approval prior to release.

6. Interactions with Publics

- The CEO shall ensure that College operates in a transparent manner in its interactions with the public while maintaining compliance with the privacy legislation and confidentiality policies.
- Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
  o Confidentiality is respected and maintained, except where otherwise required by legislation.
  o A communication strategy is in place to inform the general public of the accomplishments of the CFPC mission.
  o The CFPC’s public image or credibility is maintained.
  o In interactions with the public where no Board position exists, statements must be consistent with the mission and culture of the organization and the role of the family physician.
  o Relations with government are maintained and there is a strategy for continued enhancement of such relationships at a federal level.
  o Relations with other health organizations, particularly “sister” organizations are nurtured through regular liaison and collaboration.
- The CEO shall develop effective working relationships, with external organizations where appropriate, to achieve the CFPC’s mission, and to optimize efficiency and effectiveness in the use of resources.

7. Interactions with Members

- The CEO shall ensure that conditions, procedures or decisions with respect to interactions with members are respectful and responsive.
- Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
  o The privileges and responsibilities of membership are clearly communicated.
  o Confidentiality is respected and maintained, except where otherwise required by legislation.
  o A process exists so that individual and group comments and complaints are responded to fairly, consistently, respectfully, and in a timely manner.
  o Corporate communications and the public relations strategy are evaluated for effectiveness.
  o Information regarding board decisions is available and accessible to members.
  o Mechanisms are in place for communication with the membership relative to the accomplishment of the CFPC mission.
8. Treatment of Staff

- The CEO shall ensure that working conditions for staff or volunteers are fair, dignified, and safe.
- To further that end, the CEO shall:
  - Develop and implement written human resource policies and procedures that clarify expectations and working conditions for staff, provide for regular performance evaluations of staff, provide for effective handling of grievances, and protect against wrongful conditions, such as nepotism, preferential treatment for personal reasons and discriminating behaviour as identified in the Human Rights code.
  - Ensure policies and procedures are in place to prevent workers from exposure to harassment.
  - Ensure that staff members are informed in writing of the performance standards by which they will be assessed. Such performance standards should be made clear at the time of hiring of staff.
  - Ensure that staff members are not subject to reprisal for reasonable expression of dissent. Ensure an environment of collaboration among staff.
  - Ensure that there is an effective staff education and development process in place, and that staff have access to opportunities for advancement of their skills.
  - Ensure that staff are aware of their protections under the organizations human resources policy.
  - Ensure that staff are prepared to deal with emergency situations.
  - Ensure that staff are aware of the benefits to which they are entitled and ensure that there are processes in place to review staff benefits on a regular basis.

9. Compensation and Benefits

- With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO shall ensure maintenance of fiscal integrity and public image.
- Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
  - No change in his/her own compensation and benefits is made without approval of the Board.
  - All changes to pension benefits for staff are approved by the Board.
  - All staff are aware that their employment is contingent upon performance and is not permanent. Current compensation and benefits are in line with those of comparable organizations for similar skills and that they do not create obligations over a longer term than revenues can be safely projected.

10. Communication and Support to the Board
• The CEO shall ensure that the Board is informed and supported in its work through staffing and ongoing flow of information. Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
  o The board receives adequate information on all sides of an issue to support informed board choices, including but not limited to environmental scanning data, a representative range of staff and external points of view, significant issues or changes within the external environment which may have a bearing on any existing board policies, along with alternative choices and their respective implications.
  o He or she advises the Board of any changes in the realignment of staff Executive Director positions.
  o Reports are submitted to the Board each time it meets, that substantiate the adherence to the processes delineated in this document. The board is informed of any lawsuits against the organization, and significant external and internal changes or events.
  o He or she advises the board if, in the CEO’s opinion, the board is not in compliance with its own policies, particularly in the case of board behaviour that is detrimental to the work relationship between the board and the CEO.
  o Information presented to the board is timely, accurate, complete and in a form that clearly differentiates between monitoring, decision-making, and general background information.
  o Administrative support for board activities is provided.
  o Ensure that Senior Staff are educated on communications and their relationship to the Board.
  o In the event that potentially contentious issues arise related to activities of the organization, membership issues or relations with various publics, or staffing issues, communication should occur with the Board even if the areas of contention fall within the bounds provided by the board for the CEO.
  o Reports of actual or anticipated non-compliance with any policy of the board occur within 30 days of the occurrence.

11. Emergency CEO Succession

• The CEO shall ensure that there is sufficient organizational capacity for the competent operation of the organization to continue in the event of sudden loss of CEO services.
• The CEO shall ensure that there is a succession plan in place for key people (e.g. Executive Directors) within the organization to ensure there is strong management capacity for the competent operation of the organization to continue in the event of a sudden loss of a key employee.

12. Information Management

• The CEO shall develop and maintain an effective information management process that assists the organization in effectively carrying out and evaluating its strategic directions.
13. Development of Standards for the Content and Delivery of Family Medicine Education

- With respect to developing or changing standards regarding the content and delivery of family medicine education, the CEO shall ensure that the development or change has considered all relevant information and appropriate consultation.
- Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
  - Members’ input is obtained through a transparent process, when deemed relevant to ensure that the changes reflect the views of the membership.
  - Other accrediting bodies and stakeholder organizations are consulted.
  - Current research and literature on family medicine education is considered.
  - The board is presented with balanced recommendations for change.

14. Development of Standards for the Maintenance of Proficiency

- When developing or changing standards regarding the content and process for maintaining proficiency the CEO shall ensure that the development or change has considered all relevant information and appropriate consultation.
- Further, without limiting the scope of the above statement by the following list, the CEO shall ensure that:
  - Involved stakeholders’ input is obtained through a transparent process.
  - Other accrediting bodies and stakeholder organizations are consulted.
  - Current research and literature on maintenance of proficiency is considered.
  - The board is presented with balanced recommendations for change.

15. Introduction of Honours and Awards

- With respect to the establishment of new CFPC honours or awards, the CEO shall ensure that the board and the Research and Education Foundation are involved in approval and development of criteria.

16. Committees and Sections

- With respect to the establishment, monitoring and sunsetting of Sections and non-board Committees, the CEO shall ensure that an effective management process for developing and amending terms of reference, communicating, and following up on recommendations exists.
- With respect to committees of the board, the CEO shall ensure that the Board is responsible for establishing or amending their terms of reference or directly monitoring their work.
Appendix E

Outline of Board Committees

I. Executive Committee - support CEO, prepare CEO evaluation and contract as delegated by board, act as College spokespersons, develop and implement ongoing educational opportunities for the Board with the assistance of the CEO, Executive Directors and Director of Governance and Strategic Planning; and serve between board meeting if urgent. Function electronically.

   Membership:
   - President
   - Past-President
   - President-elect
   - Honorary Secretary-Treasurer
   - CEO (non-voting)

II. Governance Advisory Committee - Responsible for monitoring and evaluating Board and committee performance and effectiveness. Also responsible for keeping the by-laws up-to-date through a working group.

   Proposed membership:
   - Chair appointed by the Board*
   - 1 Officer**
   - 1 current Board Director**
   - 1 past Board Director (within the past 5 years)*
   - 1 CFPC Committee Chair **
   - 2-3 CFPC members at large (non Board Directors)*
   - CEO (non-voting)

   * 3 year term, renewable once; ** the length of the term for the position for which they were named.

III. Nominating Committee - Responsible for nominating Board Directors and their orientation; responsible for nominating Board committee members and their orientation. (see detailed document)

   Proposed membership:
   - 6 members*, including the immediate Past President** and chair, selected based on competency/attributes matrix, with at least 1 member being a Board Director other than the Past President.
   - CEO (non-voting)

   * 3 year term, renewable once, ** one year term

IV. Finance and Audit Committee -

   Proposed membership:
   - Chair/Treasurer**
   - President Elect**

   *3 year term, renewable once, ** one year term
- 1 Board Director*
- 1 representative of the Section of Residents**
- 3 members at large*
- CEO (non-voting)

*3 year term, renewable once; ** the length of the term for the position for which they were named.

Approach to remaining topics that are currently addressed by the Executive Committee members:

- **Strategic Planning Committee** - suggesting not establishing a member-based committee at the moment, but continuing with the relatively newly established Strategic Plan Implementation Team (comprised of CEO, 5 Executive Directors and Director of Governance and Strategic Planning) as responsible for implementation and the Board responsible for setting direction. This approach should be revisited in 2-3 years.

- **Major Awards Committee** - the current membership is the CFPC Executive Committee members and the REF Board Officers. Suggest that it transition to the CFPC Officers and the REF Officers and function electronically.
Appendix F

Board Director Nomination and Election Policy

Title: Board Director Nomination and Election
Category: Governance
Number:
Date Approved: November 2014
Date of required review: November 2017
College Contact: Director Governance & Strategic Planning
Status: In Effect

Policy Background: All Board Directors are elected at the Annual Meeting of Members. The Nominating Committee will seek interest from members based on identified attributes/skills/experiences/diversity needs on the Board as a whole. A slate of recommended Board Directors for all vacancies will be presented to the members.

1) BOARD OF DIRECTORS – OVERVIEW
All Board Directors shall be elected at the Annual Meeting of Members which is held in conjunction with Family Medicine Forum.

NOMINATIONS PROCESS:
BOARD OF DIRECTOR NOMINATIONS - TIMELINES ARE BASED ON A NOVEMBER ANNUAL MEETING OF MEMBERS

<table>
<thead>
<tr>
<th>Month</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>February</td>
<td>Nominating Committee issues a Call for Interest for all Board Director vacancies.</td>
</tr>
<tr>
<td>February to April 1st</td>
<td>Nominating Committee accepts completed indications of interest (containing an attributes form completed by the interested individual as well as 2 reference-attribute forms completed by members of the CFPC about the interested individual).</td>
</tr>
<tr>
<td>April</td>
<td>Submissions reviewed and short-listed</td>
</tr>
<tr>
<td>May-June</td>
<td>Short-listed nominees interviewed</td>
</tr>
<tr>
<td>June-July</td>
<td>Nominee selected and non-successful candidates notified (during its deliberations the Nominating Committee should re-connect as needed with the Board to ensure the fit of the candidate with the existing Board)</td>
</tr>
<tr>
<td>September</td>
<td>Proposed Board Director slate and bios for vacancies submitted to Board for approval.</td>
</tr>
<tr>
<td>21 days prior to Annual</td>
<td>Nominating Committee sends final slate of nominations to members</td>
</tr>
</tbody>
</table>
Meeting (along with the notice of the Annual Meeting and the financial report, etc.).

Annual Meeting

Election held.
Members are asked to approve the slate. Only if requested would the candidates be voted on separately.
Nominations from the floor are permitted.

2) NOMINATIONS
The Nominating Committee will liaise with the Board to develop and annually review the Board Skills Matrix and related attributes form to ensure its categories capture relevant skills (both generally and in terms of achieving the strategic directions of the organization), reflection of the breadth of experiences of Canadian physicians based on geographic differences, health system differences, practice model differences, different stages of practice and demographic differences, and any specific skills/ experiences/diversity to complement the sitting Directors.

A Call for Interest will be circulated to all members articulating the current talent on the Board and the specific attributes/skills/experience/diversity being sought to fill the vacancies. Chapters will be an invaluable resource to the Nominating Committee in encouraging individuals with the required attributes to indicate an interest. Chapters can influence the pool of nominees in this way, with the final slate determined by the Nominating Committee. The Call will request that the indication of interest include the following elements for Nominating Committee review:

- An attributes form completed by the interested individual describing him/herself
- Two reference-attributes forms completed by CFPC members describing the interested individual

A Call for Interest will usually relate to vacancies in Director-at-Large positions. Directors-at-Large serve a three year term, renewable once. From among the Directors-at-Large, the Nominating Committee will recommend a nominee for the Secretary-Treasurer position. The Director-at-Large may be at any point in his/her term. This individual may move into the President-Elect position the following year if willing, and supported by the Nominating Committee. After the 1-year position as President-Elect, the 1-year position as President followed by the 1-year position as Past-President are acclaimed positions.

The other possible vacancy in a Call for Interest is the position of Secretary-Treasurer. If the Nominating Committee does not feel that any of the sitting Directors-at-Large can be recommended for the Secretary-Treasurer position, a candidate will be sought from the membership.

The Nominating Committee will communicate with the Board, stakeholders and members throughout its work to provide progress updates and engage others in the process.

Board Composition:
The Board will be comprised of the 4 Officers (Past President, President, President-elect, Secretary-Treasurer), and 7 Directors-at-Large. The collective board of 11 directors will include a diversity of membership geographically, by stage of practice, by type of practice, by demographics and specifically include individuals from across the country, an individual in his/her early years of practice (early years of practice includes residents) and may include a non-physician member of the public as deemed appropriate.
Eligibility:

- All members, providing they have not been declared incapable by a court in Canada or elsewhere, and do not have the status of bankrupt, are eligible to be Board Directors.
- The Nominating Committee may also approach non-members to fill one of the Board Director-at-large positions if specific skills are deemed to be needed. The two reference-attributes forms completed by CFPC members will continue to be required.
- Former Board Directors are eligible to re-apply for a Board Director position after one year off the Board.

Selection:

The Nominating Committee will review the indications of interest and assess the match with the required attributes. Indications of interest will be short-listed and the individuals on the short list will be interviewed. The Nominating Committee will at all times work to maintain a board that is reflective of the membership while covering the attributes deemed necessary to govern the organization.

Successful applicants will have previous experience being engaged with the CFPC or one of its Chapters on a committee. They should possess at least intermediate experience and knowledge in the majority of the attributes outlined in the skills matrix. The Nominating Committee will be looking to recruit individuals who are accomplished and experienced and will complement other such individuals in establishing a board with strengths and coverage across all the attributes.

The Nominating Committee will present a recommendation of a slate of candidates to the Board. Assuming Board approval, the Nominating Committee will share the following with the members of the organization in advance of the Annual Meeting: an indication of the current board talent as well as the gaps that need to be filled; bios and photos of the candidates being put forward to complement the sitting board directors (one candidate per vacancy). At the Annual Meeting of Members nominations from the floor will be permitted. If there are no nominations from the floor then the members will be asked to vote on the slate as a whole. If this occurs, a majority among the members present at the meeting will signify a successful candidate. If there are nominations from the floor then all of the new nominees will be voted on individually and the individuals with the most votes will be elected.

Director-at-Large positions are three years, renewable for a second three year term, with the exception of the terms for the Directors when the newly constituted Board is elected. The renewal is not automatic and requires both the Director to indicate an interest to the Nominating Committee to be considered for a renewed term and the Nominating Committee to agree that said Director is a valued member of the Board based on the Director’s performance assessments.
Appendix G

Terms of Reference for Nominating Committee

NOMINATING COMMITTEE
TERMS OF REFERENCE
(Approved by the Board November 2014)

PURPOSE

1. To ensure that the College of Family Physicians of Canada has a consistent roster of high-quality candidates for its Board of Directors and that new Directors are well oriented.
2. To ensure that the College of Family Physicians of Canada has a consistent roster of high-quality candidates for its Board committees and that they are well oriented.

RESPONSIBILITIES

Board Directors:

1. To review the terms of sitting Board Directors and advise the Board as to whether a call for prospective candidates is required to fill pending Board positions.
2. To liaise with the Board annually in developing and reviewing the Board Skills Matrix to ensure its categories capture relevant skills (both generally and in terms of achieving the strategic directions of the organization), reflection of the breadth of experiences of Canadian physicians based on geographic differences, health system differences, practice model differences, different stages of practice and demographic differences, and any specific skills/experiences/diversity required in order to complement the sitting Directors.
3. To develop and review annually the interview format, process, and tool for prospective candidates to ensure they address all salient dimensions of relevant skills and types of diversity.
4. To follow the criteria for selection as outlined in the Policy on Board Director Nominations and Election.
5. To circulate a Call for Interest for Board Director vacancies - specifically requesting input from Chapters and issuing an open call to all members.
6. To receive and verify nominations for Board Directors and create a short-list (ongoing dialogue with members to learn about the nominees is encouraged).
7. To conduct interviews with short-listed candidates, and provide a recommendation to the Board as to which candidates should be proposed to the membership to fill vacant Board positions.
8. To present a slate of candidates to the members at least 21 days in advance of the Annual Meeting of Members to fill upcoming vacancies.
9. To present the slate of candidates to the members at the Annual Meeting of Members and conduct the election.

10. To develop, implement and oversee the annual orientation plan for newly elected Board Directors.

11. To ensure ongoing communication with the Board, stakeholders and members to engage them in the process.

12. To periodically engage an external expert to review the board composition and make suggestions to its composition to keep it relevant and forward thinking.

Board committee members:

13. To liaise with the Board to review the composition and recruitment requirements of each Board committee.

14. To recruit new Board committee members and make recommendations for Board approval.

15. To coordinate the orientation of new Board committee members.

**TYPE OF COMMITTEE**

The Nominating Committee is a standing committee of the Board.

**ACCOUNTABILITY**

The Committee reports to the Board. The members of the Committee will be selected by the Governance Advisory Committee of the Board.

**MEMBERSHIP**

1. Six (6) members will be selected to best cover the experience, skills and knowledge outlined in the attached attributes list (the members do not have to have regional coverage but must not all come from a similar region or practice setting). The six members will include the immediate Past President (present for one year), the Chair, at least one (1) a Board Director other than the immediate Past President, and at least one individual who is not directly involved in CFPC leadership. The majority of members should not be Board Directors.

2. The Chief Executive Officer/Executive Director will be a non-voting member of the committee.

**CHAIR**

The Chair shall be recommended by the Governance Advisory Committee and ratified by the Board of Directors.
TERM OF OFFICE
The Chair and Members each serve a three-year term, renewable once. The exception is the Board Director who shall serve for the length of his/her time as a Board Director and the Past President who shall serve the length of his/her term.

FREQUENCY OF MEETINGS
At least two face-to-face meetings annually; participation in interviews; participation at the Annual Meeting of Members; possibly participation in Board Director orientation; and electronic meetings at the call of the Chair.

STAFF
The Committee is supported by the Director of Governance and Strategic Planning and a Coordinator.
Appendix H

Skills / Competency Matrix for Nominating Committee

**CFPC Nominating Committee Attributes**

Individual Nominating Committee members will contribute particular skills, experience and knowledge from the list outlined below. They should possess at least intermediate experience and knowledge in the majority of the attributes below. The Governance Advisory Committee will be looking to recruit individuals who are accomplished and experienced and will complement other such individuals in establishing a Nominating Committee with strengths and coverage across all the attributes. The Governance Advisory Committee welcomes submissions from candidates who possess a good understanding of the CFPC and team functioning and possess strong interpersonal skills. **Part A: Please indicate your areas of experience and knowledge by inserting check marks in the table below. Please indicate only those areas that apply to you.**

*Basic = no real skill or knowledge*
*Intermediate = have been exposed and have some skill and/or knowledge*
*Advanced = quite confident in my skill/knowledge level*

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<thead>
<tr>
<th>FAMILY MEDICINE EXPERIENCE</th>
<th>Basic</th>
<th>Intermediate</th>
<th>Advanced</th>
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<tbody>
<tr>
<td>Clinical</td>
<td></td>
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<td>Medical education</td>
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<td>Research</td>
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<tr>
<td>Health care administration</td>
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<thead>
<tr>
<th>KNOWLEDGE &amp; EXPERIENCE (K&amp;E)</th>
<th>Basic</th>
<th>Intermediate</th>
<th>Advanced</th>
<th>None</th>
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<tbody>
<tr>
<td>CFPC (understanding and knowledge of mission, vision, goals)</td>
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<tr>
<td>Board and Governance (K&amp;E)</td>
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<td>Not-for-Profit Organization (K&amp;E)</td>
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<td>Strategic planning (K&amp;E)</td>
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<td>Ethics and Conflict of Interest (K&amp;E)</td>
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<td>Stakeholder Engagement (K&amp;E)</td>
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<tr>
<td>Critical Thinking (using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems)</td>
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<tr>
<td>Monitoring (monitoring and assessing performance of yourself,</td>
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56
other individuals or organizations to make improvement or take corrective action
Gathering information (K&E)
Identifying resources (K&E)
Promoting change (K&E)
Enlisting help (K&E)
Developing evaluation strategies (K&E)

<table>
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<tr>
<th>Part B: Please check all that apply below in describing your connectivity with CFPC members - either that you have access to or relationships with members that you could call on to assist in finding and encouraging interest among potential board director nominees</th>
</tr>
</thead>
</table>
| **f) Members in different provinces and territories:**
| _BC_
| _AB_
| _SK_
| _MB_
| _ON_
| _QC_
| _NB_
| _NS_
| _NL_
| _PEI_
| _Territories_
| **g) Members at different stages of their career:**
| _medical student_
| _family medicine resident_
| _early career_
| _mid-career_
| _late career_
| _close to retirement_
| **h) Members practicing in different geographic settings:**
| _geographically isolated/remote_
| _rural_
| _small town_
| _urban/suburban_
| _inner city_
| **i) Members spending time in different activities:**
| _patient care_
| _teaching_
| _administration (i.e. management of university program, chief of staff, department head, Ministry of Health, etc.)_
| _research_ |
Part C: Demographics

1. Your personal characteristics: Please indicate with a check mark all that apply to you:
   ___ Availability to prepare for and participate in Nominating Committee meetings and
   nominee interview process
   ___ Collegial, team player
   ___ Committed to Continuous Quality Improvement
   ___ Consensus Builder
   ___ Creative
   ___ (someone who) Demonstrates continuous learning
   ___ Effective Communicator
   ___ (someone who possesses) Integrity
   ___ Leader/Motivator
   ___ (someone with) Sound Judgment
   ___ Strategist and critical thinker
   ___ (someone who would) Visibly take ownership of and support decisions of the Nominating
   Committee

2. Years in practice: ___ 0-5 ___ 6-10 ___ 11-20 ___ 21+
3. Current practice location: __________________________
4. If other previous practice locations, please describe: ________________________________
5. Gender: _________

Part D: Please list past and present involvement with the CFPC and its Chapters. For example
committee or working group participation, reviewer (for Canadian Family Physician or CPD programs
or requests for endorsement, etc.), involvement with the Certification Examination in Family
Medicine. ____________________________________________
_________________________________________________________________________________
_________________________________________________________________________________

Part E: Please describe what you believe to be the function of the Nominating Committee and what
you might do to contribute to that function. ____________________________________________
_________________________________________________________________________________

Part F: Please describe the characteristics/areas of experience that you believe would offer the most
value to the Board.
_________________________________________________________________________________
_________________________________________________________________________________
_________________________________________________________________________________
Name: ______________________________________
Email Address: _______________________________
Telephone Number: ___________________________

Please submit to Sarah Scott, Director Governance and Strategic Planning at sscott@cfpc.ca
Appendix I
Detailed Description of Forum and mock Agenda

CFPC Forum

Purpose/Objectives:
1. To provide an opportunity for key CFPC stakeholders to meet with each other and the Board of Directors.

2. To serve as a resource to the board for the development and implementation of strategic directions and initiatives as well as to provide feedback and recommendations. The Board will review this input and report back to the Forum participants on its deliberations.

3. To generate ideas through dialogue, brainstorming, engagement and networking.

4. To provide opportunities for leadership development.

Format:
• 2 day, stand-alone event to be held in Mississauga (not at the CFPC Offices)
• Suggesting early June
• Chair: Past President
• Participant list:
  o Chapters: 2 representatives from each Chapter (to be named by the Chapter)
    - (total of 20)
  o Board directors
    - (total of 11)
  o Sections:
    - 4 Students and 4 Residents to be named by their sections. These numbers are intended to ensure that students and residents can provide meaningful input, and be effectively represented in any small group discussions that are held, and in order to extend the leadership development opportunity.
      - (total of 8)
    - Research, Teachers, Communities of Practice in Family Medicine - chairs or designates of each
      - (total of 3)
  o CFPC Committees: chairs or designates of each
    - (total ~60)
  o Chairs of University Departments of Family Medicine
    - (total of 17)
  o Chapter Senior Staff: Executive Director or Administrator or designate of each
-  (total of 10)
  - CFPC Staff: Senior Staff and others directly involved in the topics being addressed  
  - (total ~15)
  - Possibly Representatives from sister organizations when relevant topics exist  
  - TOTAL ~140 people

- Forum Planning Committee - the Chair (Past President) will work with a staff committee that seeks Forum participant input if it needs to prioritize topics. Determine the agenda of the Forum and the topics that will be presented based on input from all stakeholders. Ensure that the appropriate individuals are present to inform specific topics.

Context:
- *Forum participants will help frame the agenda, take part as both leads and participants during the Forum, and partake in follow-up work after the Forum. The goal is to have participants actively engaged in the process before, during and after the Forum.*

- The Forum will focus on one or more of the CFPC’s seven strategic themes. Every Forum will have the following desired outcomes.
  1. An increased awareness among Forum participants of key College direction(s)  
     [Assessment - survey of participants’ perspective]
  2. Identification of possible opportunities and challenges for different sub-sets of our membership, related to an initiative introduced by/being considered by the Board  
     [Assessment - record feedback during interactive small group sessions; request that each Forum stakeholder submit a few points as follow up to the meeting]
  3. Identification of collaborative opportunities for Forum participants to come together in CFPC work  
     [Assessment - participants will track those initiatives felt to be of significant value]
  4. Impact on encouraging ongoing networking among CFPC leaders (Forum participants)  
     [Assessment - participant indication if the previous Forum introduced them to anyone with whom they have specifically followed up]
  5. Identification of ‘Bulletin Board’ items that should be considered further by the Board (the Board will consider these and report back to Forum on the outcome of their discussion)  
     [Assessment - these topics and the outcome of discussions at the Board will be tracked and monitored]
  6. An opportunity to share key achievements and challenges in an environment in which participants can learn from each other  
     [Assessment - survey of participants’ perspective]
  7. Assessment of the strengths and weaknesses of the forum, including participant list, topics discussed and format  
     [Assessment - survey of participants’ perspective]

- **How will participants help frame the agenda?**
1. All Forum participant ‘groups’ (i.e. all participants from the Nova Scotia Chapter would be considered one group; the SIFP Program Committees would be considered a group; the 17 Chairs of Departments of FM would be considered a group; etc.) will be invited to submit a ‘Bulletin Board Item’ annually. A Bulletin Board Item is the most important thing you wish to share with other leaders in the CFPC (including the board) regarding what’s happening in your province/area of activity/Section. The purpose of sharing this information might be to solicit feedback, to attract collaboration or to simply communicate. Examples might include:

- Highlights from a Chapter on a PMH-related invitational held with government and community stakeholders
- The Chairs of the Departments of Family Medicine highlighting opportunities for local physicians to engage in research
- A committee sharing proposed terminology related to physician assisted suicide for feedback.

The topics that the Board seeks feedback on must be substantive and provide Forum participants with an opportunity to help the Board work through meaningful deliberations.

Bulletin Board Items are introduced in 5 minutes (without Powerpoint) followed by 10-15 minutes for group discussion/input. Further consideration of Bulletin Board items by the Board will be determined by the input of Forum participants. Bulletin Board Items may be relevant to all Forum participants or a sub-set of the participants. The format of the Section of Researchers ‘Dangerous Ideas’ concept will be shared with Forum participants as an example of effective presentations.

- The annual Bulletin Board Item submission deadline will be Dec. 1st when the Board will also request stakeholder input regarding topics for board discussion over the next year - topics related to the 7 strategic themes will be scheduled for discussion at specific board meetings where relevant guests will be invited to participate.

2. All Forum participants will be asked for input on the Bulletin Board Item topics they would value including.

3. All Forum participants will be invited to submit an idea on a topic related to ‘leadership enrichment’ to share with all or a sub-set of the Forum participants. The topics will reflect different interests of the participants. The following are examples of some possibilities:

- Topics that will be helpful for Chapters running their boards, e.g. governance training
- Advice from a seasoned committee chair to new chairs
- How to approach your Member of Parliament
- A chapter’s report on strategies for engaging members in the first 5 years of practices;
- A recent experience using a new approach or technology in running an effective meeting;
- An opportunity to enhance one’s knowledge in an element of the board competency matrix - i.e. understanding and knowledge of the CFPC’s missions, vision and goals; board and governance knowledge; familiarity with contracts and other legal processes; ability to understand the financial health of the organization as presented in its financial statements; etc.

There will be sessions of different lengths to suit different needs. Sessions will run concurrently and participants will choose which sessions they wish to attend. We hope to draw on the strengths of our own leaders in sharing their knowledge and experience.

4. All Forum participants will be asked for input on leadership enrichment topics they would value including:
5. The Board will prepare specific topics it is considering for stakeholder input, including specific questions to be addressed. Some of these topics may relate to issues that stakeholders have brought to the attention of the Board. Examples might include:
   - Considering adding a third year of training to residency training
   - Changes in Fellowship designation
   - Changes in acceptable CPD for Mainpro
   - A policy eliminating contributions by pharmaceutical companies for CPD events

- **How will participants take part as both leads and participants during the Forum?**
  1. Based on the submissions noted above, participants will lead. The Forum Planning Committee will receive all suggestions by December 1st and then work to schedule the most interactive two-day meeting possible. Similar topics may be able to be grouped; participants may be able to be grouped based on interests....
  2. Participants will have the opportunity to ask questions and share feedback during the update from the Board. They will also provide feedback to the Board on key topics it is considering with a summary of that feedback presented on the final day of the Forum.
  3. Presentation and/or involvement in Bulletin Board Item sessions.
  4. Involvement in personal leadership enrichment opportunities.
  5. Participants will provide feedback on a number of deliverables (see the proposed assessment approaches outlined above). The Board and the Forum Planning Committee will consider this feedback in informing next steps, be it related to Board deliberations or future planning of the Forum.
  6. Participants will play a critical role in evaluating the value of both the content and structure of the Forum. This will greatly inform adjustments to the approach for the next Forum.

- **How will participants follow-up after Forums?**
  1. **Board Directors:**
a. The next Board meeting agenda will include a summary and debrief of the Forum and consideration of feedback received on issues presented - it will prepare next steps to share with Forum participants.
b. The board will also consider the Bulletin Board issues rated by participants as important for its consideration - it will prepare a summary and proposed next steps for Forum participants.

2. **All Forum participants:**
   a. Consider and act on the feedback received for Bulletin Board items or other presented topics
   b. Connect with identified potential collaborators
   c. Follow up personally on any strategies presented for leadership enhancement
   d. Complete the Forum evaluation
   e. Consider further Forum topics
   f. Review the summary of information presented by the Board following the Forum with respect to Board discussion of Forum recommendations.

**MOCK FORUM AGENDA**

**Day 1**

8:30    Welcome, intros, ice breaker

**8:45-12 PART A: Focus on Board Work**

8:45-9:15 President/Chair of the Board and CEO Update

- Focus on progress related to the 7 strategic themes; focus on relationship building (government, other healthcare and/or sister organizations, prospective members); highlight any themes emerging at the various meetings attended.

9:15-10:00 Q&A – Opportunity for participants to ask questions of the Board (done as large group)

- Board Directors will field questions related to the topics addressed in the President/CEO report, or any other topics.
- At the end of the Q&A the Board Directors will present the key topics requiring feedback from Forum participants in small group discussion. Participants may choose which topic they attend.

10-10:30 Break

10:30-12 Gather Forum participant input on topics being considered by the Board

- Concurrent small group discussions - In advance of the Forum, the Board will determine the topic(s) and specific questions it wants to pose. Each topic will be
covered by several groups to increase the opportunity for individuals to speak, allowing for meaningful interaction. Each group will be led by a board director supported by a Senior Staffer or other Forum participant who is very familiar with the topic and will have an assigned recorder. The Board directors will be responsible for connecting over lunch or in the evening to share the key takeaways from their small group session and develop a summary and proposed direction. This will be shared with all participants for feedback the next morning. The next board agenda will include discussion about next steps based on the feedback and proposed direction supported by the Forum participants.

- 10:30-10:50 – overview of the topic presented by the board director followed by some specific questions drafted by the board.
- 10:50-12 - small group discussion

***Every third year, the agenda from 10-12 will focus on engaging Forum participants in ensuring that the CFPC’s strategic plan remains relevant and forward thinking.

12-1:00 Lunch

- Consider identifying designated tables that Forum participants can join over lunch to talk about certain topics. The list might include initiatives that were highlighted in the CEO/President update and/or some suggestions that may have been submitted by participants. This would provide an opportunity for meeting new colleagues; enhance networking opportunities; give participants control over the topic(s) they chose to focus on...
- During lunch the board directors should connect to summarize the feedback and direction on the topics covered in small group discussions

<table>
<thead>
<tr>
<th>1:00-4:00</th>
<th>PART B: Bulletin Board Items - Focus on participant work</th>
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</thead>
<tbody>
<tr>
<td>1:00-2:20</td>
<td>Bulletin Board Items for the full group - 4 of the Bulletin Board Items will be selected by the Forum Planning Committee (through seeking input from participants) to be introduced and discussed by the full group one after the other (5 minute intro followed by 15 minutes discussion/reaction)</td>
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<tr>
<td>2:20-2:30</td>
<td>Break</td>
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<tr>
<td>2:30-4:00</td>
<td>Concurrent Bulletin Board Items - Forum participants will be informed in advance of the Bulletin Board Items so they can consider which to attend. The number of concurrent sessions will be determined by the number of submissions, but the format will be a 5 minute intro followed by 15 minutes discussion/reaction. The planning committee will try to schedule</td>
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</table>
related topics in the same room. (there are more concurrent sessions the next morning as well)

4:00  Adjourn for the day

Evening  Team building dinner/event

**DAY 2**

8:30-9:15  Recap of Feedback and Direction on Board Topics

- Follow-up from Part A: Board Directors will summarize the feedback, on the Board topics discussed in small groups the previous morning, and present a proposed direction. Participants will be given the opportunity to react to/respond to the feedback and direction.

9:15-11:00  Continuation of PART B: Concurrent Bulletin Board Items (see description above)

11:00-11:45  Full Group session to share highlights from the day and a half, to reflect on things learned and identify questions that have been raised, to identify any specific next steps. (for the first few Forums this should also incorporate a preliminary evaluation of the Forum experience)

11:45-12:30  Lunch (consider topics again, see lunch from Day 1)

**12:30-3:30  PART C: Leadership Enrichment - focus on participants**

12:30-2:00  Concurrent sessions - Forum participants will be informed in advance of the options so they may choose a session. The request for submissions of session ideas will give options for 3 hour sessions; 1.5 hour sessions; 30 minute sessions - these will be scheduled concurrently to permit participants to move from session to session if they wish.

2:00-2:10  Break

2:10-3:30  Concurrent sessions continued...

3:30  Adjourn

- Participant evaluation
Appendix J

Stakeholder Engagement at a Glance
### Annual Meetings at a GLANCE

<table>
<thead>
<tr>
<th>MONTH</th>
<th>MEETINGS</th>
<th>CHAPTER ENGAGEMENT</th>
<th>SECTION ENGAGEMENT</th>
<th>COMMITTEE ENGAGEMENT</th>
<th>FM CHAIRS OF DEPTS. ENGAGEMENT</th>
<th>MEMBER ENGAGEMENT</th>
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<tbody>
<tr>
<td>JANUARY</td>
<td>Chapter Symposium</td>
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<td>FEBRUARY</td>
<td>BOARD Meeting</td>
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<td>MARCH</td>
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<td>APRIL</td>
<td>Chapter Presidents meeting or video-conference</td>
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<td>MAY</td>
<td>BOARD Meeting</td>
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<td>JUNE</td>
<td>FORUM</td>
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<td>JULY</td>
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<tr>
<td>AUGUST</td>
<td>BOARD Meeting</td>
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<td>SEPTEMBER</td>
<td>Chapter Presidents meeting or video-conference</td>
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<td>OCTOBER</td>
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<td>NOVEMBER</td>
<td>♦ FMF ♦ Annual Meeting of Members</td>
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<tr>
<td>DECEMBER</td>
<td>New Board Director orientation</td>
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### Engagement Legend

- **Provide agenda topics for board discussion**
- **Teleconference with board**
- **Participate in board discussion**
- **Connect with fellow Chapter Leaders**
- **Participate in Forum**
- **Be consulted regarding ideas being developed for board consideration**
- **Receive highlights from board**