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THE COLLEGE OF  
FAMILY PHYSICIANS  
OF CANADA



LE COLLÈGE DES  
MÉDECINS DE FAMILLE  
DU CANADA

# CFPC Board of Directors Decisions/Directions and Impacts

Fall 2018

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The Board held three videoconferences, a face-to-face meeting November 12th and 13th, and approved some decisions electronically between meetings.

## List of Board Motions

- CFPC 2018–2019 Board election results and Board Director appointment..... 1
- The CFPC Financial Year End Report..... 1
- Future Annual Meetings of Members ..... 2
- The CFPC strengthens ties with the Foundation for Advancing Family Medicine ..... 2
- Defining the CFPC’s internal processes related to requests for CFPC support ..... 3
- Principles to guide action following a Board Director resignation..... 3
- Saskatchewan College of Family Physicians Bylaws updates ..... 3
- Honours and Awards ..... 4
- Section and Committee leadership ..... 4
- Outgoing Chairs – recognized at the November 15th, 2018 AMM ..... 4
- Section of Medical Students – Update to the terms of reference..... 4
- Section of Residents Council – Update to the terms of reference ..... 5
- CFPC Member Engagement Management System (CMEMS)..... 5
- A change management consultant to facilitate transition to a new member platform..... 5
- Reserve fund allocations ..... 6
- Virtual Care Task Force..... 7
- Health care/pharmaceutical industry ..... 8
- Canadian Physician Database: financial contribution..... 8

# STRENGTHEN OUR MEMBER-BASED ORGANIZATION

## *CFPC 2018–2019 Board election results and Board Director appointment*

The CFPC welcomed its new President, President-Elect, Secretary-Treasurer, and two Directors-at-Large at the Annual Meeting of Members (AMM) held on Thursday, November 15th, at Family Medicine Forum in Toronto. See the [Information Release](#) for more details about the CFPC Board.

### **2018-2019 CFPC Board of Directors**

- [Paul Sawchuk](#), MD, MBA, CCFP, FCFP, President
- [Guillaume Charbonneau](#), MD, CCFP, FCFP, Past-President
- [Shirley Schipper](#), MD, CCFP, FCFP, President-Elect
- [Catherine Cervin](#), MD, CCFP, FCFP, MAEd, Secretary-Treasurer
- [Jean-Pierre Arseneau](#), MD, CCFP, Director-at-Large (2018–2020)
- [Carrie Bernard](#), MD, MPH, CCFP, FCFP, Director-at-Large (2018–2021)
- [Braden Bouchard](#), MBBS, CCFP, Director-at-Large (2017–2020)
- [Marie Giroux](#), MD, CCFP, FCFP, Director-at-Large (2018–2019)
- [Alan Katz](#), MB ChB, MSc, CCFP, FCFP, Director-at-Large (2018–2021)
- [John Maxted](#), MD, MBA, CCFP, FCFP, Director-at-Large (2015–2021)
- [Christie Newton](#), MD, CCFP, FCFP, Director-at-Large (2018–2019)
- [Francine Lemire](#), MD CM, CCFP, FCFP, CAE, Executive Director and Chief Executive Officer (non-voting member)

Dr. Jean-Pierre Arseneau of Bathurst, New Brunswick, was appointed to the Board on July 2, 2018. Dr. Arseneau was appointed to complete the unexpired term of a three-year Director position, following a resignation. His term runs until the time of the Annual Meeting of Members in November 2020.

## *The CFPC Financial Year End Report*

The Board approved the following:

- Financial Report for the year ended May 31, 2018, including reconciliation of the unaudited and audited statements and the clean unqualified audit report. A copy of the year end financial [statement is available online](#).  
The CFPC experienced a surplus of \$3,248,034 (7.5 per cent of the 2017–2018 operating budget).
  - Main contributors to the surplus include greater revenue than budgeted from membership fees, FMF revenue, and investment income

- Committee budget for meetings was underspent (more meetings being conducted virtually, not all committee meetings experience full attendance), unanticipated (and unbudgeted) strategic priorities, and staff professional development
- The surplus is being transferred to reserves to support future member-focused initiatives
- The Investment Report for the year ended May 31, 2018
- The Macro Budget for 2019–2020, with an anticipated deficit of \$481K, will be funded from the unused portion of the 2016–2017 budget contingency
  - The Board approved recommending to members that the 2019–2020 member fees be maintained at the June 1, 2017, levels. This was voted on and confirmed by members at the November 15, 2018, AMM
- To provide members with enhanced transparency and information about the 2018–2019 operating budget including detailed breakdowns of revenues, expenses, and reserves, we shared the following series of [brief videos](#) with high-level overviews and access to [detailed slides](#).
- The CFPC signing officers
- Re-appointments (e.g., insurance providers, group benefits provider, travel agent)
- Deloitte LLP remains our auditor (three-year term beginning 2017–2018)

## *Future Annual Meetings of Members*

The CFPC sought member input on what would encourage greater member participation in future AMMs and related decision making. Member input was sought at the AMM held on November 15, 2018, in Toronto. Discussion included, but was not limited to, virtual participation, electronic voting, and proxies. Feedback received will inform further outreach to members who were not present at the 2018 AMM and support the exploration of the most appropriate and financially prudent solution(s) to support what members want to achieve.

### **2018 ANNUAL MEETING OF MEMBERS**

**THAT** the Board approve including a robust discussion on the 2018 Annual Meeting of Members agenda, related to the conduct of future Annual Meetings of Members, addressing at minimum the following topics: member engagement, voting, proxies.

## *The CFPC strengthens ties with the Foundation for Advancing Family Medicine*

The CFPC's Board Directors are also voting members for the CFPC's Foundation for Advancing Family Medicine (FAFM). Voting member representation on FAFM's Board and related committees is important for transparency. Closer links between the CFPC and FAFM are important and ensure the CFPC's priorities are reflected in the FAFM's fundraising efforts.

## **CFPC OFFICER ROLES RELATED TO ITS FOUNDATION FOR ADVANCING FAMILY MEDICINE (FAFM)**

**THAT** the Board support the CFPC Past President, acting as a voting member of the FAFM, being a member of FAFM's Nominating Committee, concurrent with their 1-year position on the CFPC Board;

**AND THAT** the Board support the CFPC President-Elect, acting as a voting member of the FAFM, being a member of FAFM's Finance and Audit Committee, concurrent with their 1-year position on the CFPC Board;

**AND THAT** the Board may designate a Board member to serve as an alternate for either of these positions.

## *Defining the CFPC's internal processes related to requests for CFPC support*

Processes related to external requests for CFPC endorsements, joint ownership, support, sponsorship, accreditation, certification, grants, and other initiatives have been outlined for the purposes of clarity and continuity. The document defines different levels of CFPC support and the appropriate steps to obtain the necessary review and approval.

### **DECISION LEVEL DEFINITIONS AND PROCESSES**

**THAT** the Board approve an updated document outlining definitions and processes related to various levels of CFPC involvement and approval.

## *Principles to guide action following a Board Director resignation*

This past year, the CFPC Board received resignations from three Directors-at-Large due to personal reasons. The CFPC Board recognizes the need to improve preparedness and drafted a set of standards to guide the actions of the CFPC Board following the resignation of one of its members.

### **PRINCIPLES TO GUIDE ACTIONS FOLLOWING A BOARD DIRECTOR RESIGNATION**

**THAT** the Board approve Principles to Guide Actions following a Board Director Resignation.

## *Saskatchewan College of Family Physicians Bylaws updates*

The Saskatchewan Chapter will present the proposed bylaw amendments to its members for consideration.

### **BYLAW AMENDMENTS – SASKATCHEWAN COLLEGE OF FAMILY PHYSICIANS**

**THAT** the Board approve the proposed amendments to the Saskatchewan College of Family Physicians Bylaws.

## *Honours and Awards*

The CFPC Board approved all 2018 Honours and Awards recipients.

## *Section and Committee leadership*

The Board approved the following Committee/Section chair succession:

### **Outgoing Chairs – recognized at the November 15th, 2018 AMM**

- Dr. Marie-Dominique Beaulieu (QC) – Besroul Centre Advisory Council
- Dr. Catherine Cervin (ON) – Foundation for Advancing Family Medicine Board
- Dr. Norah Duggan (NL) – Membership Advisory Committee
- Dr. Graham Gaylord (ON) – Section of Residents Council
- Dr. Kathleen Horrey (NS) – Co-chair, Undergraduate Education Committee
- Dr. Cathy MacLean (SK) – Patient Education Committee
- Dr. David Ross (MB) – Board of Examiners
- Dr. Amy Tan (AB) – Co-chair, Undergraduate Education Committee
- Ms. Lucy Wang – Co-chair, Section of Medical Students
- Dr. Joyce Zazulak (ON) – History and Humanities in Family Medicine Committee

### **New Chairs:**

- Dr. Jean Chen (ON) – Patient Education Committee
- Dr. Marshall Godwin (NL) – Chair-elect, Section of Researchers
- Dr. Michael Lee-Poy (ON) – Membership Advisory Committee
- Dr. Dominique Pilon (QC) – Board of Examiners
- Dr. David Ponka (ON) – Besroul Centre Advisory Council

### **Chair Renewals or Extensions:**

- Dr. Joel Andersen (ON) – Occupational Medicine Program Committee
- Dr. Marc Bilodeau (QC) – Patient’s Medical Home Steering Committee
- Dr. Jeanette Boyd (BC) – Honours and Awards Committee
- Dr. Pierre Fremont (QC) – Sport and Exercise Medicine Program Committee
- Dr. Sarah Funnell (ON) – Co-chair, Indigenous Health Working Group
- Dr. Jennifer Hall (NB) – Family Medicine Specialty Committee
- Dr. Leonora Lalla (QC) – National Committee on Continuing Professional Development
- Dr. Roxanne MacKnight (NB) – Child and Adolescent Health Program Committee
- Dr. Anthony Wiens (MB) – Family Practice Anesthesia Program Committee

## *Section of Medical Students – Update to the terms of reference*

The Section of Medical Students (SOMS) Council has updated its terms of reference to include the opportunity for Council to establish working groups, updates to the Co-chairs selection process, and updates to the groups on which Council has representation.

## **SECTION OF MEDICAL STUDENTS COUNCIL TERMS OF REFERENCE**

**THAT** the Board approve the terms of reference for the Section of Medical Students Council, in particular the inclusion of the opportunity to establish working groups, updates to how the co-chairs are selected, and updates to the groups that Council has representation on.

### *Section of Residents Council – Update to the terms of reference*

The Section of Residents (SoR) Council has updated its terms of reference to include an expanded eight-person executive structure to support succession planning and better distribute work, as well as an expansion of related working groups.

## **SECTION OF RESIDENTS COUNCIL TERMS OF REFERENCE**

**THAT** the Board approve the terms of reference for the Section of Residents Council, in particular an expanded eight-person Executive structure to support succession planning and better distribute work, and an expansion of related working groups.

### *CFPC Member Engagement Management System (CMEMS)*

Phase 1 of the CFPC's Member Engagement Management System (CMEMS) project was budgeted at \$3.5 million over eight years, with a further \$1.5 million added in the 2019–2020 budget for Phase 2.

The additional funds required for the CMEMS project will be included in the operating budget and amortized over the next eight years. This is to support replacing the current membership database with a new and enhanced membership portal to include member profiles, self-serve ability, and greater member engagement; enhanced invoicing/refunds capabilities; analytical reporting capacity and data quality improvements. The objective of the CMEMS is to increase organizational effectiveness and enhance member value and engagement by implementing a member-centric platform.

## **CMEMS REVISED BUDGET**

**THAT** the Board approve correction of \$231,255 and addition of \$993,288 to the original CFPC Member Engagement Management System (CMEMS) budget for a revised aggregate budget of \$4,724,543;

**FURTHER THAT** the additional \$153,068 per year for 8 years be funded out of the operating budget beginning with the 2019-20 fiscal year.

### *A change management consultant to facilitate transition to a new member platform*

To further support member engagement and increase the member value proposition, a consultant will support staff with the transition to the CMEMS system and associated front-line services. The consultant will help staff manage the collection of member information to build member profiles

and use that information to personalize interactions. The Strategic Initiatives Reserve fund has a current uncommitted balance of \$4.1 million and is well positioned to support funding the role.

### **CHANGE MANAGEMENT CONSULTANT FUNDED THROUGH RESERVES**

**THAT** the Board of Directors approve using the Strategic Initiatives Reserve to fund a Change Management Consultant to work with the Executive Director, Corporate Services and staff across the College, to effectively enhance member service and engagement using the iMiS tool;

**FURTHER THAT** the amount not exceed \$100,000 plus HST and expenses.

### *Reserve fund allocations*

The use of reserve funds in the current fiscal year will support unexpected expenses related to strategic priorities and represents just over one per cent of the overall operating budget.

A further amount of \$200,000 will support human resources management and represents just under one per cent of the operating budget.

### **RESERVE FUND USE**

**THAT** an amount up to \$500,000 be available from the Strategic Initiatives Reserve for the 2018/19 fiscal year to be used for expenses aligned with the strategic plan at the sole discretion of the Executive Director/Chief Executive Officer;

**AND FURTHER THAT** an amount up to \$200,000 be available from the Human Resources Reserve for the 2018/19 fiscal year to be used for expenses related to salary adjustments (reclassification of position, reevaluation of position etc.), staff replacements (resulting from medical or other leaves), severance payments and other non-discretionary unanticipated Human Resources expenses not budgeted, at the sole discretion of the Executive Director/Chief Executive Office;

**AND FURTHER THAT** utilization of reserve funds will be recorded in the Financial Statements of the CFPC;

**AND FURTHER THAT** appropriate adjustments be made in the 2018/19 budget through the development of the flexible budget.



# MEET THE EVOLVING HEALTH CARE NEEDS OF OUR COMMUNITIES

## *Virtual Care Task Force*

The CFPC, Canadian Medical Association (CMA), and Royal College of Physicians and Surgeons of Canada (Royal College) will collaborate on the development of a Virtual Care Task Force.

Furthermore, the CFPC will collaborate with Associated Medical Services (AMS) on the topic and discuss the impact that technology, and in particular artificial intelligence (AI), will have on family practice, especially regarding continuity and comprehensiveness of care, and on caring and compassion in family medicine. Early discussions will focus on (i) producing a report, (ii) bringing leaders together to proactively understand what this topic is about, and (iii) producing a follow-up action plan. The CFPC will use part of the CFPC's Annual Forum in May 2019 to discuss with its senior leadership, members, and Chapters, ways in which to proactively address virtual care.

### **VIRTUAL CARE TASK FORCE\***

**THAT** the Board approve the CFPC collaborating with the Canadian Medical Association and Royal College of Physicians and Surgeons of Canada in recommending to the federal government that it convene a Virtual Care Task Force.

\* Senior officials at the CMA, CFPC, and Royal College agreed to continue to collaborate on this important topic but will no longer propose that the federal government be urged to lead this.

# PROMOTE THE VALUE OF PATIENT CARE PROVIDED BY FAMILY PHYSICIANS

## *Health care/pharmaceutical industry*

The College produced a report entitled *Management of Relationships with the Health Care/Pharmaceutical Industry*. This report helps define the College's relationship with the health care pharmaceutical industry (HPI) and supports greater control, increased financial independence, and enhanced transparency.

The 2017–2018 report will be released in January 2019 and will be shared with members and be available on the CFPC website. A copy of the CFPC's 2013 HPI report is currently available [online](#).

### **MANAGEMENT OF RELATIONSHIPS WITH THE HEALTH CARE/PHARMACEUTICAL INDUSTRY**

**THAT** the Board receive and approve the 2017-18 Report entitled "Management of Relationships with the Health Care/Pharmaceutical Industry."

**FURTHER THAT** the Board direct the CEO and staff to share the report in condensed form with members and the public through its various communication channels.

## *Canadian Physician Database: financial contribution*

The CFPC, Royal College, and CMA have been partners in physician workforce-related data collection for over 14 years. The Canadian Physician Database (CPDB) replaced the National Physician Survey (NPS); the CPDB includes partners from medical regulatory authorities. To date, Manitoba, British Columbia, Alberta, and Ontario are involved. Addressing legal, security and confidentiality issues in creating a pan-Canadian physician workforce data source has been significant and worthwhile given the potential for more robust data.

Based on the CPDB feasibility study conducted in 2017, the CFPC committed to renewing the Memorandum of Understanding with the Royal College and CMA. The projected cost and financial contribution being sought from each partner is approximately \$150,000 over three years.

### **CFPC'S FINANCIAL CONTRIBUTION TO THE CANADIAN PHYSICIAN DATABASE**

**THAT** the Board approve increasing CFPC's previously approved 2019-20 fiscal year contribution to the Canadian Physician Database (CPDB) from \$30,000 to \$51,503;

**FURTHER THAT** the Board approve increasing CFPC's previously approved 2020-21 fiscal year contribution to the CPDB from \$30,000 to \$50,298;

**FURTHER THAT** the increased contributions in 2019-20 and 2020-21 be funded through the annual operating budget as much as possible, with any shortfall coming from either the Research Initiatives Reserve or the Strategic Initiatives Reserve.

Please contact us at [psawchuk@cfpc.ca](mailto:psawchuk@cfpc.ca) or [flemire@cfpc.ca](mailto:flemire@cfpc.ca), or Sarah Scott, Director of Governance and Strategic Planning at [sscott@cfpc.ca](mailto:sscott@cfpc.ca), if you have any questions.

Paul Sawchuk, MD, CCFP, FCFP

President and Chair of the Board, effective November 15, 2018

Francine Lemire, MD CM, CCFP, FCFP, CAE

Executive Director and Chief Executive Officer