



CFMS

Canadian Federation
of Medical Students

FEMC

Fédération des étudiants et des
étudiantes en médecine du Canada

CFMS STRATEGIC PLAN 2014 - 2017

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Executive Summary:

The CFMS Strategic Plan 2014 – 2017 describes the strategy of the Canadian Federation of Medical Students for the next three years.

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

This document lays out an updated Mission and Vision for the CFMS, as well as new Values and Guiding Principles. The Strategic Directions and underlying objectives of the Strategic Plan are complemented by metrics, which will be used to monitor our overall success in achieving the strategic directions over the next three years.

Also included in this document is *Implementation Plan 2014 – 2015 (Year 1)*. Action items are aligned with each Strategic Direction and will be used to facilitate success in our Strategic Plan metrics. A new Implementation Plan will be created yearly, building upon our year-to-year achievements.

The Plan was created by a steering committee of CFMS Executive members, with significant feedback from key groups within CFMS, external stakeholders and CFMS past presidents.

Please see the next page to view our Strategic Plan 2014 – 2017 at a glance.



STRATEGIC PLAN: *At a glance*

WHO WE ARE:

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

MISSION:

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

VISION:

Tomorrow's physicians leading for health today.

VALUES:

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

GUIDING PRINCIPLES:

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

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

Enabling Direction: **Enhance CFMS organizational effectiveness**

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

A Snapshot of Our Organization:

The Canadian Federation of Medical Students (CFMS) was founded in 1977 in response to the recognized need for a national unifying body for medical students. Our membership has since grown to more than 8000 students at 14 medical schools across Canada. In addition, the CFMS welcomes individual members from non-member Canadian medical schools in Quebec. At the CFMS, it is our mission to connect, support and represent our membership. As future physicians, we also advocate for the best health for all members of society.

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

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

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

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

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

Setting the Context: The Strategic Planning Process

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

For this iteration, we have taken a different approach. Drawing on skills that senior Executive members have learned from that first strategic planning process, the CFMS has created its new Strategic Plan internally, led by CFMS Past President (Robin Clouston), with support and education from external consultant, Dr. Jane Cook-Lauder. The CFMS Executive has served as the Steering Committee, with contributions from members of the General Assembly including Medical Student Society Presidents, CFMS Representatives, the Global Health Program (GHP), National Officers, the Government Affairs and Advocacy Committee (GAAC), the Education Committee (EdCom), External Representatives and more.

In April 2014 at the CFMS Spring General Meeting (SGM) in Ottawa, key groups within the CFMS (Medical Student Society Presidents, CFMS Representatives and Global Health Program members) created a *SWOT* analysis for the organization in order to determine our Strengths, Weaknesses, Opportunities and Threats. Additional input was gathered from a small group session of General Assembly members at SGM. This was followed by a plenary discussion of the full General Assembly and all feedback was documented.

One week later, the CFMS Executive/Steering Committee met in Toronto with external consultant, Dr. Jane Cooke-Lauder of Bataleur Enterprises to discuss the member feedback. Through a two-day workshop, a draft Strategic Plan was created, comprised of Strategic Directions and underlying objectives. An updated Mission & Vision of the CFMS was created, in order to best guide the directions and activities of the organization.

This first-draft Strategic Plan was distributed to our CFMS key groups for feedback (MedSoc Presidents, CFMS Reps, National Officers, GAAC, EdCom, GHP and External Reps). In addition, general CFMS members were given opportunity to comment via email. We also gained feedback from sister medical organizations and medical student organizations via 12 external stakeholder interviews.

The Steering Committee met again in July, accompanied by Dr. Cooke-Lauder. The Strategic Plan was edited based on feedback received. In particular, the draft was edited to convey our sense of social accountability. In addition, Values and Guiding Principles were created.

Over the following summer months, the plan was edited based on additional key group feedback, as well as feedback from several CFMS Past Presidents. Metrics were determined by the Steering Committee and the Year 1 Implementation Plan was created. This full document is to be presented at the CFMS Annual General Meeting in Kingston in September 2014. It will serve as a guide for the organization for the next three years, from 2014 to 2017.

The CFMS STRATEGIC PLAN 2014 - 2017

The Way Forward: Our Mission, Vision, Values & Guiding Principles

WHO WE ARE:

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MISSION:

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- **Energy:** *We are a forward-looking organization that takes a proactive and innovative approach to problem solving.*
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GUIDING PRINCIPLES:

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



STRATEGIC PLAN 2014 - 2017

Strategic Directions:

Strategic Direction #1: *Increase member engagement*

Strategic Direction #2: *Support student members*

Strategic Direction #3: *Promote excellence in medical education*

Strategic Direction #4: *Mobilize the medical student voice*

Enabling Direction: *Enhance CFMS organizational effectiveness*

Strategic Direction #1: *Increase member engagement*

Objectives:

1. Expose student members to CFMS early in medical school to establish relevance
2. Maintain relevance to student members throughout medical school
3. Support local CFMS teams and encourage involvement in local CFMS activities
4. Promote diverse representation of student membership in CFMS roles
5. Welcome additional student members from Quebec

Metrics: We will know success in member engagement when...

1. There is a measurable *increase in the number* of members registering for online access to CFMS services.
2. Medical students in all years of medical school participate in the online activities of CFMS.
3. Students show increased participation in local CFMS activities, as reported by CFMS reps.
4. There is an increase in the number & variety of applications to national officer, external representative, committee and executive positions, as well as to SIGs and travel funding.

Strategic Direction #2: *Support student members*

Objectives:

1. Expand, promote and facilitate access to relevant member benefits and services
2. Champion student health and wellness
3. Facilitate the exchange of ideas and experiences among medical students
4. Expand ethical local, national and international opportunities for members
5. Utilize public profile to support members in local advocacy issues and initiatives

Metrics: We will know success in supporting student members when...

1. Members seek out CFMS online *more frequently*, as reflected through higher website traffic at cfms.org and increased use of discount codes, with an increase in usage of 5% per year.
2. Medical societies representatives feel well supported by CFMS with regard to wellness resources and initiatives, as reflected via survey.
3. New local, national and international opportunities have been created for members. Specifically, 25% of applicants to Student Initiative Grants and 20% of applicants to global health exchanges are successful.
4. Medical society representatives feel well supported by CFMS in their local advocacy issues and initiatives, as reflected via survey.

Strategic Direction #3: *Promote excellence in medical education*

Objectives:

1. Advance student values in medical education decision-making
2. Empower Canadian medical students to lead local change in medical education, supported by best practices
3. Promote measured reform of admissions to medical school and transition to residency
4. Advocate for a Canadian medical education system which best supports the health needs of Canadians
5. Enhance global health education

Metrics: We will know success in promoting excellence in medical education when...

1. Local student education leaders are able to efficiently contact colleagues across the country and collaborate with the education committee.
2. Surveyed students report increased satisfaction with the electives application process and are able to accurately identify qualities that make applicants strong in a given specialty.
3. Project-based efforts are undertaken by appropriate stakeholders to address the worsening match rate of CMGs.
4. Strategic partners recognize the leadership role of the CFMS in global health education and increasingly contact CFMS for input in their own initiatives.

Strategic Direction #4: *Mobilize the medical student voice*

Objectives:

1. Expand partnerships and affiliations with strategic organizations at the local, national and international level
2. Increase the external visibility of the organization
3. Create a streamlined process for evidence-informed CFMS external policy development
4. Represent the medical student perspective in the evolution of the Canadian health care system

Metrics: We will know success in mobilizing the medical student voice when...

1. The ongoing research activities of the COHP, GAAC, and GHP throughout the preceding year are used to inform the selection and creation of the annual Lobby Day Ask, Global Health Advocacy theme, and other advocacy activities.
2. The CFMS works alongside our international neighbours, developing policies, statements, and takes leadership roles within discussions at PAMSA and the IFMSA.
3. The CFMS policy base contains an organized set of documents classified into flagship reports, policy documents, and position statements.
4. Strategic organizations (medical organizations, non-government organizations, community groups, etc.) recognize the role of the CFMS and seek CFMS input in their own initiatives.

Enabling Direction: *Enhance CFMS organizational effectiveness*

Objectives:

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

Metrics: We will know success in enhancing organizational effectiveness when:

1. CFMS governance practices align with industry standards.
2. CFMS internal stakeholders including medical societies and individual members understand and are able to navigate our decision-making processes.
3. CFMS human resource needs are met to a much greater extent, through increased staffing and/or better task allocation.
4. There are multiple avenues to preserve institutional memory.
5. The CFMS has a robust financial plan, which aligns with industry best practices.

IMPLEMENTATION PLAN 2014 – 2015 (Year 1)

Strategic Plan 2014 - 2017: **IMPLEMENTATION PLAN 2014 - 2015 (Year 1)**

Note:

Action items will be determined on an annual basis to best reflect the changing needs and priorities of the organization. Future implementation plans will be created by the relevant CFMS Executives, with support from our CFMS General Assembly members, in time for each CFMS Annual General Meeting.

Strategic Direction #1: Increase member engagement			
Objectives:	#	Year 1 Action Items:	Responsibility:
Objectives: 1. Expose student members to CFMS early in medical school to establish relevance 2. Maintain relevance to student members throughout medical school 3. Support local CFMS teams and encourage involvement in local CFMS activities 4. Promote diverse representation of student membership in CFMS roles 5. Welcome additional student members from Quebec Metrics: We will know success in member engagement when... 1. There is a measurable <i>increase in the number of</i> members registering for online access to CFMS services. 2. Medical students in all years of medical school participate in the online activities of CFMS. 3. Students show increased participation in local CFMS activities, as reported by CFMS reps. 4. There is an increase in the number & variety of applications to national officer, external representative, committee and executive positions, as well as to SIGs and travel funding.	1.1	Connect with incoming medical students early, both through school reps and through welcome material included in orientation packages.	<ul style="list-style-type: none"> VP Communications CFMS Reps Sr. & Jr.
	1.2	Provide targeted services and discounts, including databases, resources and funding opportunities, communicated at intentional time points to specific groups, including potential individual members.	<ul style="list-style-type: none"> VP Services Quebec Regional Rep
	1.3	Update the website with new student opportunity information within 72 hours of receiving it, for example call for positions, funding opportunities, and other CFMS activities.	<ul style="list-style-type: none"> VP Communications IT Officer
	1.4	Create @cfms.org emails for the reps at each member school and have these forwarded to the appropriate reps. (Ex: ubcreps@cfms.org forward to UBC Sr. and Jr. reps.)	<ul style="list-style-type: none"> IT Officer
	1.5	Maintain website bilingualism through regular review and translation.	<ul style="list-style-type: none"> VP Communications Quebec Regional Rep IT Officer
	1.6	Increase individual member registration convenience through an online payment option.	<ul style="list-style-type: none"> Quebec Regional Rep VP Finance IT Officer

Strategic Direction #2: Support student members

Objectives:	#	Year 1 Action Items:	Responsibility:
<ol style="list-style-type: none"> Expand, promote and facilitate access to relevant member benefits and services Champion student health and wellness Facilitate the exchange of ideas and experiences among medical students Expand ethical local, national and international opportunities for members Utilize public profile to support members in local advocacy issues and initiatives <p>Metrics: We will know success in supporting student members when...</p> <ol style="list-style-type: none"> Members seek out CFMS online <i>more frequently</i>, as reflected through higher website traffic at cfms.org and increased use of discount codes, with an increase in usage of 5% per year. Medical societies representatives feel well supported by CFMS with regard to wellness resources and initiatives, as reflected via survey. New local, national and international opportunities have been created for members. Specifically, 25% of applicants to Student Initiative Grants and 20% of applicants to global health exchanges are successful. Medical society representatives feel well supported by CFMS in their local advocacy issues and initiatives, as reflected via survey. 	2.1	Review relevance and appropriateness of CFMS online databases (i.e. Accommodations, Electives, Interview) and restructure to improve relevance, professionalism, and utilization of these services.	<ul style="list-style-type: none"> VP Services VP Education IT Officer
	2.2	Acquire new and relevant student benefits (ie. LMCC preparation resources), exploring opportunities to strategically partner with other medical organizations.	<ul style="list-style-type: none"> VP Services
	2.3	Develop and administer a wellness survey. Survey results may be used to begin to develop a national support and advocacy strategy for medical student health and well-being.	<ul style="list-style-type: none"> VP Services Wellness Officer
	2.4	Develop an online member forum that allows for student collaboration and interaction while also serving as a database for local student initiatives and resources.	<ul style="list-style-type: none"> VP Communications VP Services
	2.5	Provide equitable access for student members to participate in global health experiences which are meaningful, accessible and ethical.	<ul style="list-style-type: none"> VP Global Health NEO/NORE
	2.6	Address medical student concerns following the identification of local issues at monthly meetings of Medical Society Presidents.	<ul style="list-style-type: none"> Regional Reps <i>ie Chair(s) of Presidents Roundtable</i>

Strategic Direction #3: Promote excellence in medical education

Objectives:	#	Year 1 Action Items:	Responsibility:
<ol style="list-style-type: none"> Advance student values in medical education decision-making Empower Canadian medical students to lead local change in medical education, supported by best practices Promote measured reform of admissions to medical school and transition to residency 	3.1	Formalize the role of the education committee within the education portfolio.	<ul style="list-style-type: none"> VP Education
	3.2	Engage member school education representatives into the VP Education national portfolio to both share best practices discuss local & national concerns.	<ul style="list-style-type: none"> VP Education

<p>4. Advocate for a Canadian medical education system which best supports the health needs of Canadians</p> <p>5. Enhance global health education</p> <p>Metrics: We will know success in promoting excellence in Med. Ed. when...</p> <p>1. Local student education leaders are able to efficiently contact colleagues across the country and collaborate with Ed. committee.</p> <p>2. Surveyed students report increased satisfaction with electives application process and are able to accurately identify qualities that make applicants strong in a given specialty.</p> <p>3. Project-based efforts are undertaken by appropriate stakeholders to address the worsening match rate of CMGs.</p> <p>4. Strategic partners recognize the leadership role of the CFMS in global health education and increasingly contact CFMS for input in their own initiatives.</p>	3.3	Contribute to the smooth adoption of the national electives portal for Canadian clinical clerkship students.	<ul style="list-style-type: none"> VP Education
	3.4	Contribute to reforms of the final year of medical education that promote transparency in resident selection, relevant use of post-match class time and protected time off before commencing residency.	<ul style="list-style-type: none"> VP Education
	3.5	Engage student leaders to ensure that new local developments do not compromise the primacy of the clerkship education of CMGs.	<ul style="list-style-type: none"> VP Education VP Govt. Affairs Regional Reps
	3.6	Contribute to the development of best practice standards for post-return debrief for global health experiences, as well as the development of core competencies for global health education.	<ul style="list-style-type: none"> N.O. Global Health Education

Strategic Direction #4: *Mobilize the medical student voice*

Objectives:	#	Year 1 Action Items:	Responsibility:
<p>1. Expand partnerships and affiliations with strategic organizations at the local, national and international level</p> <p>2. Increase the external visibility of the organization</p> <p>3. Create a streamlined process for evidence-informed CFMS external policy development</p> <p>4. Represent the medical student perspective in the evolution of the Canadian health care system</p> <p>Metrics: We will know success in mobilizing the medical student voice when...</p> <p>1. The ongoing research activities of the COHP, GAAC, and GHP throughout the preceding year are used to inform the selection and creation of the annual Lobby Day Ask, Global Health Advocacy theme,</p>	4.1	Seek input and endorsements from relevant external organizations (medical organizations, non-government organizations, community groups, etc.) in the development of the annual Lobby Day Ask, Global Health Advocacy theme, and other advocacy activities.	<ul style="list-style-type: none"> VP Govt. Affairs VP Global Health N.O. Rights & Peace
	4.2	Work with our international neighbors through the Pan-American Medical Student Association (PAMSA) and International Federation of Medical Student Associations (IFMSA), to amplify the student voice in the United Nations and elsewhere on the global stage.	<ul style="list-style-type: none"> VP Global Health N.O. Partnerships
	4.3	Enlist the Committee on Health Policy (COHP), Global Health Program, and other relevant groups (Media Engagement Committee, Social Media Committee, etc.) within the CFMS to create annual flagship reports directed towards our stakeholders.	<ul style="list-style-type: none"> VP Communications VP Govt. Affairs VP Global Health National Officer of Health Policy

2. The CFMS works alongside international neighbours, developing policies, statements, and takes leadership roles within discussions at PAMSA & IFMSA. 3. The CFMS policy base contains an organized set of documents classified into flagship reports, policy documents, and position statements. 4. Strategic organizations (medical organizations, non-government organizations, community groups, etc.) recognize the role of the CFMS and seek CFMS input in their own initiatives.	4.4	Support CFMS-led research activities through the creation of a CFMS research program.	<ul style="list-style-type: none"> VP Education N.O. GH Education Regional Rep task
	4.5	Complete the COHP-directed review of existing CFMS policy documents by engaging relevant internal CFMS groups.	<ul style="list-style-type: none"> VP Govt. Affairs National Officer of Health Policy
	4.6	Local representatives (GAAC members and / or Global Health Advocates) will meet with policy-makers (MPs, MLAs, etc.) at least once at the local level outside of Lobby Day.	<ul style="list-style-type: none"> VP Govt. Affairs N.O. Rights & Peace

Enabling Direction: Enhance CFMS organizational effectiveness

Objectives:	#	Year 1 Action Items:	Responsibility:
1. Promote best practices in governance and accountability 2. Refine and formalize internal decision making processes 3. Meet CFMS human resource needs 4. Strengthen institutional memory 5. Formulate a framework for financial stewardship 6. Focus on continual quality improvement Metrics: We will know success in organizational effectiveness when... 1. CFMS governance practices align with industry standards. 2. CFMS internal stakeholders including medical societies and individual members understand and are able to navigate our decision-making processes. 3. CFMS human resource needs are met to a much greater extent, through increased staffing and/or better task allocation. 4. There are multiple avenues to preserve institutional memory. 5. The CFMS has a robust financial plan, which aligns with industry best practices.	E1	Create an up-to-date organizational chart including but not limited to the present governance structure, national officers, representatives and committees.	<ul style="list-style-type: none"> Regional Rep task
	E2	Ensure formal terms of reference exist for each committee and representative within the CFMS.	<ul style="list-style-type: none"> Regional Rep task + committee of GA
	E3	Initiate a formal institutional governance & accountability review and plan for periodic assessment.	<ul style="list-style-type: none"> CFMS President
	E4	Determine what are the resource needs of the organization. Explore how these might be achieved using a combination of permanent staff, contracted employees, and student representatives.	<ul style="list-style-type: none"> CFMS President VP Finance
	E5	Establish a formal hiring committee to oversee human resource expansion. Ensure accurate job description(s) are available for CFMS staff.	<ul style="list-style-type: none"> Regional Rep task
	E6	Develop a formalized process for executive transitions.	<ul style="list-style-type: none"> CFMS President
	E7	Explore possibilities of expanding into additional revenue-generating streams, in order to support organizational resource needs.	<ul style="list-style-type: none"> VP Finance VP Services
	E8	Initiate formal member review of CFMS General Meeting structure and function.	<ul style="list-style-type: none"> Regional Rep task + committee of GA

CFMS Strategic Plan 2014 – 2017: What will be the impact?

This document has enunciated the mission and vision of our organization as well as our values and guiding principles. The CFMS Strategic Plan 2014 – 2017 will be used to define the activities of the Canadian Federation of Medical Students for the next three years. It will be a pillar used in decision making, for the CFMS Executive as well as the General Assembly.

When we achieve the strategic directions within our strategic plan we will have an engaged membership, supported by a host of relevant member services and benefits. The organization will promote student values in medical education and the Canadian medical student voice will be recognized as a key player in the Canadian medical landscape. Through our enabling direction, we will strengthen our effectiveness and create a framework that will lead the organization into the future.

Steering Committee

Project Lead:

Robin Clouston, CFMS Past President

CFMS Executive 2013 - 2014:

Jesse Kancir, CFMS President

Bryce Durafourt, President Elect and Quebec Regional Representative

Melanie Bechard, Vice President Government Affairs

Ian Brasg, Vice President Education

Andrew Bresnan, Vice President Global Health

Benjamin Frid, Vice President Finance

Miriam Lerner, Vice President Communications

Brandon Maser, Vice President Services

Laura Butler, Atlantic Regional Representative

Anthea Girdwood, Ontario Regional Representative

David Linton, Ontario Regional Representative

Irfan Kherani, Western Regional Representative

Kimberly Williams, Western Regional Representative

Zachary Hynes, National Officer of Information Technology

Acknowledgements

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

- CFMS Medical Society Presidents
- CFMS Representatives Sr. & Jr's
- CFMS National Officers
- Government Affairs & Advocacy Committee (GAAC) Representatives
- Education Committee
- CFMS External Representatives to Committees
- Global Health National Officers
- Global Health Liaisons
- Global Health Advocates
- Global Health Program members

We would like to thank:

- Our sister medical student organizations who contributed external stakeholder feedback including FMEQ, IFMSA-Quebec, AMSA-USA and AMSA-Australia.
- Our sister national medical organizations who contributed external stakeholder feedback including CAIR, AFMC, CFPC, RCPSC, CMF, CaRMS, MCC and CMA.
- The Canadian Medical Association for their provision of professional development resources, which aided in the creation of this strategic plan.

Special thanks to our external consultant Dr. Jane Cooke-Lauder, MBA, CMC of Bataleur Enterprises Inc.