

OMSA Strategic and Financial **Plan 2020-2024**



**Approved: Sunday, May 10, 2020 by OMSA
Executive Council**

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Abbreviations List

AFMC - Association of Faculties of Medicine of Canada

BPAS - Best Practices in Application and Selection

CARMS - Canadian Resident Matching Service

CFMS - Canadian Federation of Medical Students

CMA - Canadian Medical Association

COFM - Council of Ontario Universities

CPSO - College of Physicians and Surgeons of Ontario

EDI - Equality, Diversity, Inclusion

ISAP - Indigenous Student Application Program

MOH - Ontario Ministry of Health

OMA - Ontario Medical Association

OMSW - Ontario Medical Student Week

SES - Socioeconomic Status

Vision, Mission, and Values

Vision: A compassionate and empowered Ontario medical student body

Mission: Represent and advocate for Ontario medical students, their education and wellness, the systems in which they work, and the communities that they serve

Values:

- 1) **Inclusion:** Provide students with an inclusive representative body that prioritizes equity and diversity.
- 2) **Transparency:** Continuously strive to ensure transparency in representation and governance.
- 3) **Connection:** Promote opportunities for medical students across Ontario to connect and collaborate on projects and initiatives.
- 4) **Growth:** Work to create educational and extra-curricular environments that promote personal growth and advance skills for medical students.

We prioritize these values so that Ontario Medical Students can become the best physicians they can be for their patients.

Executive Summary:

The Ontario Medical Student Association (OMSA) is a completely student-run organization that functions as the dedicated student voice to the Ontario Medical Association (OMA). OMSA is composed of elected Officers who oversee the main portfolios within the organization, representatives from each Ontario Medical School, and various committees (see Appendix A).

This year, the OMSA Council has been working hard to establish a concrete mission, vision, and strategic plan for the Ontario Medical Students Association that will guide our organization in its activities and goals in the years ahead. Our rationale for undergoing these governance initiatives was multifold, but the primary motivation for this was because of the incredible growth that our organization has undergone over the last five years. This growth has included new events, as well as new committees and subcommittees, that focus on emerging student priorities. Given that the membership of the OMSA Council changes from year to year, often in its entirety, our goal this year was to anchor the organization in a concrete direction, on the basis of our student body's values, that will maximize the potential of the next five years and beyond.

We began soliciting student opinions on their priorities in May 2019 at the annual Leadership Summit event, in which we ran different focus groups to identify what the study body believed to be the most relevant priorities. This activity highlighted three areas of work that students believed were important to their medical school experience: **diversity, wellness, and transparency**. Throughout the year, we have been building on the ideas that were brainstormed at the Leadership Summit to translate these ideas into succinct mission, vision, and value statements. We have also elaborated on these goals and developed actionable items that will effectively address students' concerns over the next five years, which we have summarized within our Strategic Plan. It is our hope that this document will provide a direction for the organization, as well as enable greater accountability between OMSA Council and the student body at large. Our intention is that it will be a guide for the future of our organization - one that will continue to evolve as student priorities and perspectives change over time. Above all, we aim to continue operating as an organization that is run by students and for students, and we hope that the efforts reflected in the following document will help us move closer towards remaining true to this goal.

We thank the OMSA Governance Committee for their work to create this plan (see Appendix B).

Sincerely,



Debbie Brace, OMSA Chair 2019-2020



Sharon Yeung, OMSA Co-Chair 2019-2020



Rae Woodhouse, OMSA Director of Finance and Internal Affairs 2019-2020

The Strategic Planning Process:

The 2019-20 OMSA Governance Committee, under the leadership of the OMSA Director of Finance (Rae Woodhouse) and with consultation from the OMSA Chair and Co-Chair, has worked to create the first Strategic Plan of this organization. In the creation of this Strategic Plan, the Governance Committee carried out an environmental scan of the key external forces, an internal scan of the organization's current state and an evaluation of the general membership's priorities.

An environmental scan of the current issues facing the organization's target audience, medical students in Ontario, as well as a scan of the key external forces that target the same audience as OMSA was conducted. Major influential organizations were identified to be the CMA (Canadian Medical Association), OMA (Ontario Medical Association) and the CFMS (Canadian Federation of Medical Students). A review of their programming for Ontario Medical students was carried out, and the programs were listed in the Environmental Scan document (Appendix C). The comparison between these two lists were helpful in identifying key directions for OMSA to develop.

With a recognition for the importance of a methodological approach to developing the strategic priorities of OMSA, an internal scan of the Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) of the organization was carried out. This SWOT analysis (Appendix D) was a collaborative effort between the Governance committee and the OMSA Co-Chair. The key themes extracted from this analysis guided the development of the Strategic Goals and thereby allowed for a well-informed and holistic approach to be taken when developing the goals that aimed for the improvement of OMSA's internal operations.

The development of the Strategic Goals was also significantly influenced by the results of the "Emerging Issues" Document (Appendix E) that was created at the Leadership Summit/OMSA General Meeting in May of 2019. This document was prepared through robust reflection and consultation with representatives from all six member schools. The OMSA Governance Committee transformed the top three issues identified through this exercise into Strategic Goals and created implementation plans for each of these goals to facilitate them coming to fruition by 2023. Due to the fact that the issues highlighted in this document were brought forward and voted on by OMSA general members, the inclusion of this document in our strategic planning process ensured that the priorities of the OMSA membership were taken into account.

In order to support the execution of the Strategic Goals that have been set out in this document, the Governance committee also granulated the plan into key strategic objectives, metrics of success and steps for implementation.

Strategic Goals:

1) Increased Diversity in OMSA, Medical Schools, and Curriculum

Objectives:

1. Advocate for increased diversity (race, SES, etc.) within medical schools across Ontario, that is more accurately representative of the general population
2. Better support underrepresented groups in medical school
3. Help equip our medical students with the ability to better serve patients from incredibly diverse backgrounds, in a safe and supportive manner
4. Increase the robustness of research and information shared in medical curricula, such that signs, symptoms, and diagnoses accurately represent various presentations in different populations
5. Share best practices amongst schools regarding equity, diversity and inclusion

Metric of Success:

1. All medical schools collect and publish their demographic admissions data
2. Institutions actively work to diversify their classrooms, in terms of learners and teachers
3. Schools have created comprehensive, mandatory EDI training for all medical students and staff
4. Students have easy access to, and feel comfortable using reporting tools when faced with discrimination
5. Institutions modify their course materials to include a diverse range of patient cases, images, and clinical presentations.

Implementation Plan:

<u>Action Item:</u>	<u>Person/Committee Responsible:</u>
Advocate for the creation of MD application streams for anyone who is considered underrepresented and/or marginalized in the medical community (similar to BSAP and ISAP at UofT), including but not limited to sharing resources, creating a tool kit, and supporting students in their discussions with the UGME.	VPs of Advocacy and Education
Increase the number of underrepresented or marginalized medical students who are on OMSA council and committees, and who attend OMSA events.	Executive Council
Advocate to medical schools for the collection and publication of demographic admissions data	VPs of Advocacy and Education
Create an online campaign that amalgamates different resources that students can access when faced with discrimination	VP of Student Affairs

Support diversity-based mentorship programs, through expanding the existing OMSA Mentorship Program, and/or supporting similar initiatives at individual schools (such as the DMP at UofT)	VP of Student Affairs
Advocate for mandatory EDI training for all medical students and staff in medical schools	VPs of Student Affairs and Education
Initiate annual EDI training for all OMSA executives	VP Operations and President
Encourage medical research that supports underrepresented groups as both researchers and participants	VPs of Advocacy and Education
Help create working groups within each school that will revise medical curricula for inherent bias, and actively include more diverse and robust research, patient cases, images, and clinical presentations. E.g. Clinical presentations of dermatological conditions on darker skin, or realistic harm reductionist approaches for patient cases	VPs of External Affairs
Help create a channel for medical schools to communicate and share best practises regarding EDI work	VPs of External Affairs

2) Improved Wellness Culture in Medical Education

Objectives:

1. Advocate for the creation of programs and initiatives that support the mental wellbeing of medical students at each Ontario medical school
2. Facilitate the normalization of self-care and student's ability to champion their own mental health
3. Advocate for increased access to mental healthcare resources

Metric of Success:

1. There is an equivalent curriculum across all Ontario medical schools that covers themes related to the unique mental health challenges that students encounter at each stage of medical training and ways to combat that
2. There are a certain number of days of the school year that students can dedicate towards self-care, in effect excusing them briefly from academic programming at the various Ontario medical schools
3. Students feel that their mental wellbeing is made a top priority by their respective medical schools
4. Students feel comfortable reaching out to their respective medical schools for help, whether it is academic, psychological, or emotional in nature
5. Students have available to them dedicated one-on-one confidential counselling sessions by mental health coaches at their respective medical schools
6. There are a myriad of mental healthcare resources available and accessible to each and every Ontario medical student

Implementation Plan:

<u>Action Item</u>	<u>Person/ Committee Responsible</u>
Creation of a position papers that advocate for the implementation of a mandatory mental wellness curriculum and increased transparency from the CPSO in regard to mental health disclosures at the end of medical school	Ontario Political Advocacy Committee
Creation of a position paper that advocates for the value in having elective self-care days	Ontario Political Advocacy Committee
Establishing a channel of communication with the leadership at the various Ontario medical schools to facilitate the integration of the Ontario-wide medical student wellness curriculum and dedicated self-care days	VPs of External Affairs, Education Committee, VP Student Affairs, and OMSA President

<p>Collaborating with the leadership at the various Ontario medical schools to synthesize tangible ways of dismantling the stigma medical students experience related to mental health and helping students feel supported by their home schools, including engaging staff physicians in the discussion about the hidden curriculum.</p>	<p>VP Student Affairs and VPs of External Affairs</p>
<p>Collaborating with the leadership at each Ontario medical school to facilitate the availability of counselling services by trained mental health professionals specific for medical students</p>	<p>VP Student Affairs and VPs of External Affairs</p>
<p>Ensuring that medical students at each Ontario medical school have access to several mental health and student mistreatment resources through OMSA and home medical schools</p>	<p>VP Student Affairs and VPs of External Affairs</p>
<p>Develop methods or promote existing mediums that increase the conversation about student mistreatment, wellness, and personal stories.</p>	<p>VP Student Affairs</p>

3) Supported Career Exploration for Medical Students

Objectives:

1. Facilitate student access to explicit AFMC Elective Policies
2. Support early multi-specialty exposure to ensure adequate and diverse experiences for students
3. Advocate for transparency of Program Director expectations across specialties

Metric of Success:

7. There is a central document that clearly explains school specific elective requirements and policies
8. Students feel comfortable that they have met elective policies
9. Students feel they have had exposure to a variety of specialties before their elective time
10. Students can easily access residency program expectations
11. There is information available about the differences between community medicine and academic medicine, and opportunities for exposure to both are provided to students
12. Career planning resources are available and accessible to all students

Implementation Plan:

<u>Action Item</u>	<u>Person/ Committee Responsible</u>
Creation and maintenance of AFMC school and specialty specific electives policies	VP Education
Update HHR guide regularly	VPs of Education and Communications
Data regarding protected-half day exposure experiences at the 6 Ontario schools is collected and an assessment is made about next steps	VP Education
Ensuring residency programs have accessible expectations documents for applicants (e.g. research expectations, elective expectations)	VP Education
Ensuring career planning and mentorship resources are available through OMSA and/or home medical schools	Wellness Committee
Collaborate with PARO to collect and disseminate information on job market post-residency	President
Create a tab on the OMSA website with links to resources; O nboard MD, HFO, HHR, report on average physician income by specialty guide, etc.	VP Communications
Develop a provincial mentorship program for medical students	VP Student Affairs

4) Improved Institutional Memory

Objective:

1. Establish a robust and effective system to assure institutional memory for the organization as a whole, and for individual portfolios and events.
2. Consistent transitions between OMSA Council years that are smooth and seamless.
3. Reduce redundancy and inefficiencies in communication between OMSA executive years by ensuring awareness of previous policies and history of OMSA.

Metric of Success:

- 1) OMSA Council members feel that their transition into their positions are smooth and seamless.
- 2) Avoidance of recurrent conversations without awareness of the discussions had by previous Councils.
- 3) OMSA's Executive team has an increased awareness of OMSA's past in order to plan for the future of the organization.

Implementation Plan:

<u>Action Item</u>	<u>Person/ Committee Responsible</u>
Creation and continual updating of an official "History of OMSA" Document.	Governance Committee, lead by the VP of Operations
Completion of comprehensive transition documents created for all positions, and major events within OMSA.	Individual Council members for their portfolios and events
Creation of a multi-year official council position to serve as short-term institutional memory.	Entire Council

5) Increased Financial Stability

Objective:

1. Continuously create and execute a budget that supports the needs of OMSA's membership through events, grants, and programs.
2. Smooth annual financial carryover between OMSW and other OMSA events.
3. Diversify the pool of sponsors/ partners and ensure that their values align with OMSA's (see OMSA's Sponsorship Policy).
4. Be transparent with the student body in regard to OMSA's funding and spending.

Metric of Success:

- 1) Secured long term financial partnerships with provincial and national organizations that provide consistency and stability to the OMSA budget.
- 2) Funds consistently being spent maximally and sensibly each year while not overspending.
- 3) Having a diverse pool of funding sources.
- 4) Our sponsors/ partner's values align with OMSA's values.

Implementation plan:

<u>Action Item</u>	<u>Person/ Committee Responsible</u>
Implement regular budget updates and encourage maximal spending for each budget line.	VP of Finance
Secure long term and diversified sponsors/partners.	VP of Finance and President
Ensure that the values of our sponsors/partners values align with those of OMSA.	VP of Finance and President
Create a Financial Graph (see Appendix F) annually and make it available to the student body at large	VP of Finance

6) Improved Effectiveness of Internal Operations

Objective:

1. Address limited engagement with general OMSA membership and unequal representation from medical schools outside central Ontario by focusing efforts on improving communication with these groups
2. Improve horizontal flow of information between OMSA portfolios and increase intra-organizational collaboration
3. Continue efforts to increase transparency with membership about strategic priorities, finances and communication with partner organizations (OMA, MoH, CPSO, COFM)
4. Incorporate feedback mechanisms into the organizational structure to allow for change and improvement in internal operations

Metric of Success:

1. Diverse applicant pool (re: medical school) for OMSA events and opportunities
2. General OMSA members report feeling more aware of the role of the organization and opportunities that are available
3. OMSA Executive/Committee members having a greater awareness of the roles and activities of other OMSA portfolios
4. OMSA Executive/Committee members having an avenue to report feedback on their experience and any suggestions for improvement

Implementation plan:

<u>Action Item</u>	<u>Person/ Committee Responsible</u>
Make targeted outreach efforts to increase communication with OMSA members with limited engagement	VP of Communications, President
Make OMSA events more financially accessible to increase participation from medical school campuses that are outside of central Ontario	VP of Finance
Share strategic priorities, finances (sources, use of funds) and communication with with partner organizations (OMA, MoH, CPSO, COFM) on OMSA website	VPs of Finance, Communications, Education, and President
Create a mechanism for cross-portfolio communication and a horizontal flow of information	VPs of Operations and Communications
Create and disseminate an biannual internal feedback/performance review tool for OMSA Executive/Committee members	VPs of Operations and Communications
Create a comprehensive and effective introductory presentation for VP Externals to use when presenting OMSA to their schools.	VPs of Operations and Communications

7) Improved delineation between OMA Section of Medical Students and OMSA

Objective:

1. Address the overlap in the nature and role of these groups
2. Improve communication between OMSA portfolios and OMA staff or committee
3. Ensure Ontario medical students are properly represented both within and in collaboration with the OMA
4. Determine the role of student representation across Ontario and opportunities for comprehensive growth

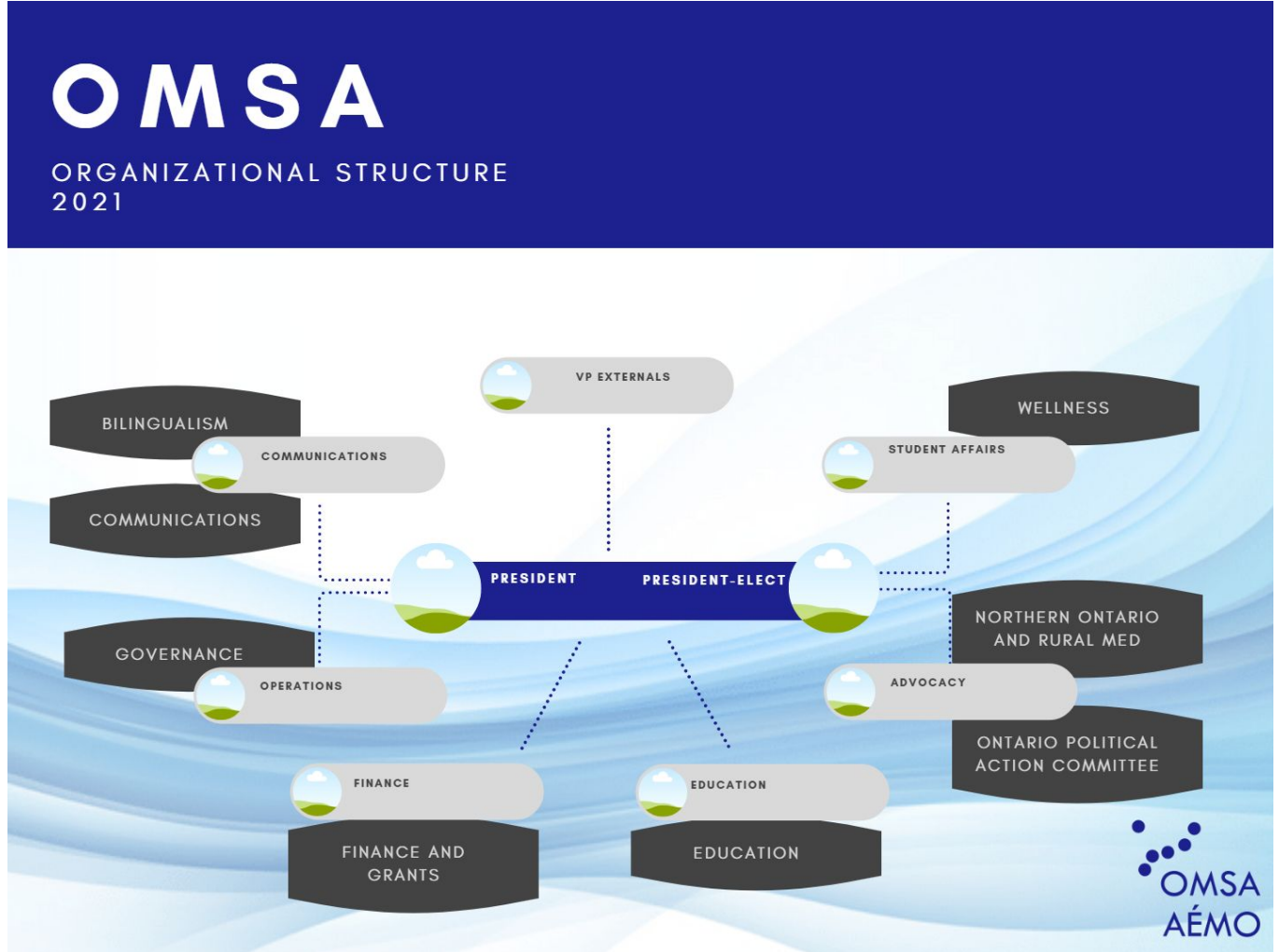
Metric of Success:

1. Ontario medical students report satisfaction with the level of representation they have within the OMA, the Ministry of Health, the academic environment and other relevant organizations
2. Medical student opinions and perspective are routinely considered in OMA policies and procedures
3. Ontario medical students have a public standing with which to express opinions and views, regardless of that of the OMA
4. General OMSA members are able to identify the roles and relationships between OMSA and the OMA.
5. Clear delineation and standardized procedures for both OMA Section of Medical Student elections and OMSA executive council elections.

Implementation plan:

<u>Action Item</u>	<u>Person/ Committee Responsible</u>
Have focus groups with students representing a wide selection across the province and training year to determine current perspectives on their representation within the OMA	President, President-Elect
Create educational material directed at OMSA executive, and general members regarding the historical and current nature of the OMSA and OMA relationship	President, President-Elect, VP Communications, VP Operations
Collaborate with OMA staff to understand the nuances and implications of the OMSA and OMA relationship	President, President-Elect
Collaborate with OMA staff to understand the logistical and legal implications of OMSA functioning as an independent organization, including but not limited to administrative support, financial obligations, legal obligations	President, President-Elect, VP Finance, VP Operations
Complete a cost benefit analysis of OMSA's current working relationship with the OMA, OMSA functioning as a completely independent organization, and as uniting fully with the OMA for OMSA Council consideration and future direction	President, President-Elect

Appendix A: Organizational Chart



Appendix B: OMSA Strategic Plan Authors List

Rae Woodhouse (Queen's, OMSA Director of Finance and Internal Affairs)

Ushma Purohit (Toronto, Governance Committee Member)

Jenny Cho (Toronto, Governance Committee Member)

Sinthu Senthillmohan (Toronto, VP External & Governance Committee Member)

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Montana Mason (McMaster, Governance Committee Member)

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Raza Syed (Toronto, Governance Committee Member)

Debbie Brace (McMaster, OMSA Chair)

Sharon Yeung (Queen's, OMSA Co-Chair)

Appendix C: Environmental Scan

Current Issues facing Ontario medical students:

1. Educating medical students in regards to residency matching and assisting them with career planning
2. Easier access to resources to support students transitioning into pre-clerkship, clerkship and/or residency

CFMS priorities:

1. Promote Day of Action - annual meeting with Canadian medical students and Parliamentarians to propose positive changes in the Canadian health care system
2. Promote student wellness and easier access to wellness resources at all medical schools and their surrounding community
3. Promote global health by encouraging medical students to partake in international clinical electives/research projects
4. Connects medical students with each other through numerous meetings, programs and events to facilitate the sharing of best local practices and to forge a strong sense of camaraderie among students

OMA initiatives :

1. Facilitate mock CaRMS interviews for fourth year medical students in concert with CMA.
2. OMA ambassador program invites one medical student from every school to attend its 2 general council meetings every year to introduce them to medical politics and connect them with physicians that have similar interests.
3. Provides discounted insurance and travel for medical students travelling for CaRMS interviews.

Current relevant politics:

1. Medical school graduates are facing an increasingly competitive residency matching landscape. It is in the best interests of the provincial and federal governments to improve the matching process to reduce the amount of unmatched graduates.
2. The current Ontario health care system is in need of an overhaul due to the increasing prevalence of bed shortages and practice of hallway medicine. Currently the provincial and federal governments differ in their approaches to solving this issue, which is important to students who will soon be entering the workplace and forced to operate in an overburdened system.
3. Canadian medical graduates are facing difficulties obtaining Health Canada documentation required to complete residency placements abroad. Due to the competitive nature of residency placements, many students are put in the position of requiring international supervised residency placements in order to fulfill requirements before obtaining their license. These delays from the federal government place significant roadblocks on students successfully completing their educations and practicing medicine.

Appendix D: Emerging Issues document

You can find the “Emerging Issues” document that was created at the OMSA General Meeting in May 2019 by representatives from all 6 member schools [here](#). This document was utilized to create the Strategic Goals for this Strategic and Financial plan.

Appendix E: SWOT Analysis

Strengths	Weaknesses
<p>Diverse Impact: the diversity and breadth of OMSA portfolios allow for tremendous opportunity for Ontario medical students to engage in personal areas of interest and development</p> <p>Relationships: OMSA has positive and well-established relationships with the OMA, MOH, CPSO, COFM, MOH, and other organizations</p> <p>Efficient: the internal organization of OMSA allows for a good vertical flow of information with minimal structural inefficiencies</p>	<p>Limited Engagement: unawareness within general OMSA members about the role of the organization and the availability of opportunities</p> <p>Institutional Memory: No clear guidelines for role/portfolio transitions from one year to the next</p> <p>Unequal Representation: Difficult to engage with and gain representation from medical schools and campuses outside of central Ontario</p> <p>Silos: poor horizontal flow of information between OMSA portfolios and limited collaboration</p>
Opportunities	Threats
<p>Improve Communication: can address limited engagement with general membership and unequal representation from certain medical schools by focusing efforts on improving communication with these groups</p> <p>Transparency: continue efforts to increase transparency with membership about strategic priorities, finances and communication with partners (OMA, CPSO)</p> <p>Structural Change: Leverage the role of OMSA Co-Chair to address the structural needs of the organization and improve cross-portfolio communication</p>	<p>Financial Stability: lack of diversity in funding sources results in financial dependence</p> <p>Alignment: a discrepancy may exist on occasion between the operational and governance procedures of the OMA and OMSA</p>

Appendix F: Financial Graph

The 2019-2020 Graph:

