



STRATEGIC PLAN 2022 – 2025

Empowering the Practice of Anesthesiology & Pain Medicine

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Introduction

This strategic plan is meant to define the priorities of Ontario's Anesthesiologists and to redefine the mission, vision, and values. The plan will guide the work of Ontario's Anesthesiologists for the next three to five years and its implementation is expected to provide significant benefit to anesthesiologists over the long term.

Who We Are

Ontario's Anesthesiologists is a section of the Ontario Medical Association and represents over 1,800 anesthesiologists, including more than 1,600 primary members and over 200 secondary members. Our primary members include over 1,300 active members and approximately 200 retired anesthesiologists and 30 Resident trainees. Secondary members, who have a primary membership in another specialty, are made up of approximately 125 Family Physicians as well as members from Chronic Pain, Critical Care, and other specialties. Anesthesiologists in Ontario make up over half of the anesthesiologists in Canada.

What We Do

Ontario's Anesthesiologists serves the clinical, political, and economic interests of its members. The Section is the voice of anesthesiologists in Ontario and is committed to empowering the practice of anesthesia to deliver the best possible patient care in a rapidly changing healthcare environment.

The Executive works with and on behalf of members to optimize the impact and influence of anesthesiologists within the OMA and across the health system. This is accomplished by engaging with health system partners, including patients, to educate, collaborate and provide perspective on the practice of anesthesia. Ontario's Anesthesiologists are strong advocates and want to be part of delivering solutions to problems and barriers, while helping to facilitate the delivery of the highest standards of safe, timely and sustainable patient care. We aspire to have visible and inspiring leadership within the health system and to be an influential voice in all aspects of care provided by anesthesiologists. Ontario's Anesthesiologists wants to secure our place not only as valued, but as important members of the health system by ensuring our voice reaches key decision-making tables.

Patients are and continue to be our top priority. As anesthesiologists, we provide care for patients of all ages and across all specialties. We play a vital role in perioperative, obstetrical, and critical care as well as both acute and chronic pain management. Anesthesiologists are well positioned to occupy a diversity of leadership roles. Along with being knowledgeable clinicians, anesthesiologists are educators, researchers, and innovators.

Members should be able to regard the Section as their 'home base' and expect it to support them in establishing connections and cohesion, represent them in matters of tariff and

compensation, and keep them up to date on relevant matters. The Section will promote and support its members to take on leadership roles to ensure the perspective of anesthesiologists is represented across the health system to deliver optimal patient care. This visibility and success are expected to lead to expanded stakeholder appreciation of the value and contributions of anesthesiologists and translate into fair levels of compensation for services provided.

Background

Beyond the Mask was a five-year strategic initiative scheduled to end in 2020. The process for developing a new strategic plan started in the summer of 2019 with a survey to members to collect input on priorities for the Section. This was reviewed at the September 2019 Annual Ontario Anesthesia Meeting and led to a second meeting of the Executive and a focus group of senior anesthesiologists in March 2020, immediately prior to the first COVID shutdown. Subsequent progress was stalled through successive waves of COVID.

As the COVID landscape reached a steadier state, work on the strategic plan was restarted in the fall of 2021. The intent was to build on previous progress, align with Governance changes within the OMA, while also taking into consideration the pandemic related changes in the health system and unique challenges facing anesthesiologists. Upon re-evaluation, some of the priorities had shifted because of the pandemic and others remained ever present.

Current State

Today, the Ontario Anesthesia Section is recognized as one of the strongest, most strategic, and best managed Sections within the OMA. The recent Beyond the Mask Campaign was successful in extending the reach and presence of anesthesiologists beyond the operating room.

The COVID pandemic has brought forth critical issues including scope of practice threats, human resource challenges, sub-optimal working conditions, burn-out and compensation uncertainties. The pandemic also highlighted the value and versatility of anesthesiologists in the delivery of patient care and highlighted areas to focus on to ensure stakeholders understand the critical role we play in patient care.

While the external environment presents no shortage of challenges, it also presents opportunities. The stellar response by members in delivery of frontline services during COVID has demonstrated the specialty's capacity to pivot, do what is necessary in difficult environments and perform exceptionally well under pressure.

Through the consultation process and development of the next Strategic Plan, key areas have been identified to strengthen the Section. These include strengthening Governance of the Section, furthering advocacy and stakeholder relations, ensuring members needs are met and continuing to support the delivery of the best possible patient care. Empowering our members to develop into the leaders of tomorrow is a key priority for long-term success.

Mission, Vision and Values

Our Mission

To advocate for and represent the best interests of Ontario's anesthesiologists. To strengthen the leadership role of anesthesiologists within the health system.

Our Vision

Anesthesiologists as leading partners, delivering the highest standards of innovative, safe, and sustainable patient care.

Our Values

Innovative, Collaborative, Trustworthy, Inclusive, Accountable

Strategic Framework

To make a difference and to be seen as making a difference, the Section must be strategic and focus on high-priority matters. A framework is required to help focus and guide the work of the Section to accomplish these goals.

Throughout this document, the proposed Strategic Framework is described in the following terms:

Pillars of Success – The core areas focus for the association’s future success.

Strategic Intent – Clarifying the meaning of our pillars of success and the reason they were chosen. Intent will describe why we are focusing on the areas that we are.

Strategic Objectives – Our association’s definition of success – the outcomes we intend to achieve.

Key Initiatives – Identifying the major pieces of work that are required within each Pillar of Success to achieve the strategic objectives.

Pillars of Success

These proposed Pillars of Success reflect the ongoing core work of the Section and are identified as crucial to future success:

1. Governance (including Tariff and Compensation)
2. Member Services
3. Patient Care
4. Advocacy and Stakeholder Relations

Strategic Objectives and Key Initiatives

Each Pillar will have defined Strategic Objectives with Key Initiatives to be accomplished by either the Executive or by Working Groups. The Strategic Objectives and Key Initiatives will be reviewed on a regular basis to reflect changes in the healthcare landscape and resource availability.

Strategic Objectives and Key Initiatives must have the following characteristics:

- The issue must relate directly to the specialty of Anesthesia or in an area where we are recognized experts and can make a meaningful contribution.
- There must be a group of members willing to move the initiative forward
- The other players involved are wanting to collaborate (given most initiatives are likely to involve other players in the sector).
- A feasible plan, including funding request has been developed (the amount of section funds that go into working group work depends on the traction and involvement with members, extent of work, strategic priorities and supporting section priorities).

- There appears to be a reasonable probability of success or of an outcome that will reflect well on the profession.

Success of the Strategic Framework is predicated on the ability of the Executive and collaboration with volunteers and working groups. It will require ensuring appropriate resources are in place, and mobilizing groups of members, and reaching beyond the Executive for those with talent, interest, energy, and availability.

The Executive will outline the Intent and broad Strategic Objectives and review these on a periodic basis.

Working groups will be established to carry out Key Initiatives. There will be an annual evaluation of the number and types of working groups to ensure their ongoing relevancy and alignment to achieving Strategic Objectives.

Annual work plans and budgets will be developed to carry out the Key Initiatives using a SMART framework. As needed plans will be categorized with short-, medium- and long-term goals.

Ongoing progress will be monitored by an Executive lead assigned to a Pillar of Success. The Executive lead will work closely with project leads working on specific objectives or initiatives. This individual will act as the main liaison to the Executive, providing updates and seeking project and budget approvals.

Success will be measured by achievement of the Key Initiatives and further translation into increased member satisfaction, increased member enrollment and how the Section is regarded by external stakeholders. Furthermore, success will be described by leadership roles filled by anesthesiologists.

Strategic Framework Table

	Governance	Member Services	Patient Care	Advocacy and Stakeholder Relations
Intent – Why we are focusing on this area	Represent members through a diverse, engaged, and high-performing Executive committee	Engage and inform members, so they are heard and that their needs are met Increase opportunities for CME related activities	Support members in improving the quality of patient care through the provision of guidance and tools Demonstrate the value anesthesiologists provide to patient care	Increase recognition of our value in the health system and expand our capability to influence decisions to influence decisions Educate public and stakeholder on what anesthesiologists do and the value to the health system
Strategic Objectives – What we hope to achieve	Strong submissions to the OMA Optimize use of staff Diverse, high-performing Executive Central organization of all Section documents Integration into the new OMA governance structure with a leading voice in the Priorities and Leadership Group and the Surgical Network	Offer a high-quality Ontario Anesthesia Meeting relevant to our membership Increased leadership capacity amongst anesthesiologists Expanded professional development opportunities Promote research and innovation in anesthesia Increase membership, including graduating residents	Continue to promote our Beyond the Mask initiatives (SolvingPain, Choosing Wisely) Monitor current issues relevant to members Develop advisories, position statements and work on specific initiatives to improve the quality of safe, sustainable patient care	Strengthen the OA brand Strengthen relationships with stakeholders and key decision-makers Politically engaged membership Share perspectives on issues that impact the practice of anesthesia Communications plan to support all aspects of strategic plan
Key Initiatives – What we are going to do to achieve our Objectives	Strengthen tariff/compensation efforts Hire contract staff as needed for support Define our membership to facilitate Executive diversity High-functioning Executive	OAM including topic on clinical excellence, leadership, research, and networking opportunities Develop an anesthesia leadership offering 2-3 webinar series Increased engagement with Residents Update website and digital strategy	Promote best practices via social media and stakeholder engagement Create advisories, position statements, and speaking points for Executive and members on relevant issues Launch a new Environmental Sustainability Working Group Launch an Anesthesia HR working group	Educate members on how to and provide opportunities for engaging with stakeholders Strategic communications plan Value of Anesthesia initiative

		Promote and advertise conferences and research opportunities	Engage stakeholders on surgical backlog and pandemic planning	
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Governance

Intent

The strategic intent of Governance, which includes Tariff and Compensation, is to ensure there is a highly performing Executive committee to carry out the work of the Section. This includes a team of staff with the skills and expertise to drive the objectives that have been set.

The Anticipated Outcomes - Strategic Objectives

Our anticipated outcomes in Governance include:

1. Strong submissions to the OMA on matters relating to tariff, compensation, and negotiations.
2. Optimal use of hired staff
3. An Executive that reflects the diversity of our members
4. High-functioning Executive integrated into new OMA Governance structure with a leading voice in the PLG and Surgical Network
5. A centrally organized system for all section documents

Key Initiatives

Tariff/Compensation

- Recruit members to the Executive who have an interest and knowledge in tariff and compensation
- Educate Executive on issues related to tariff and compensation
- Advanced and ongoing preparation for MSPC submissions
- Explore ways to shift relativity
- Determine if there are other ways to get funding for our section other than through negotiations
- Explore the eventual creation of a Tariff sub-committee

Staff Efficiency

- Hire contract staff as needed to support projects, social media and bookkeeping as needed.
- Strategic consultants can be hired on an as-needed basis depending on strength of the Executive, and administrative/support staff as well as the number and complexity of projects
- Section Office/consultant develops terms of reference and roadmap of the work plan and provide project management to keep things moving forward. At times we may need a thinking partner, strategist, or coach

- Have a central organized bank of all section documents with access given to appropriate members
- Develop work plans and terms of reference for initiatives

Executive Diversity

- Define our membership diversity and actively recruit members to reflect the diversity of our membership

High Functioning Executive

- Have a regular meetings schedule (standing) with regular reporting by working groups and committees
- Have regular working group meetings to track progress
- Succession planning
- Assign Executive members as leads of a Pillar or Working Groups.
 - Each lead will oversee a work plan and timeline
- Ensure the Executive is informed on matters relating to the Section and the practice of Anesthesia and is well integrated into the new OMA Governance structure

Member Services

Intent

The strategic intent of Member Services is to build an association where member voices are heard, and their needs are met. It involves keeping members informed and engaged so that they can provide the best possible care to patients. This includes the annual offering of a high-quality Ontario Anesthesia Meeting and other educational opportunities.

The Anticipated Outcomes - Strategic Objectives

Our anticipated outcomes in Member Services include:

1. Offer a high-quality OAM for all members with a variety of topics that cover clinical excellence, research, leadership and education
2. Formulate a leadership program subsidized by the section. This will enable and support anesthesiologists to take on leadership roles and convey our perspectives to influence decisions. The program should include a menu of leadership courses for entry, mid and high-level leaders, as well as coaching and mentorship
3. Expand professional development opportunities
 - a. Offer e-learning and webinar learning opportunities
 - b. Promote research and innovation in anesthesia
4. Increased membership including the capture of graduating residents

Key Initiatives

Ontario Anesthesia Meeting

The Annual Ontario Anesthesia Meeting (OAM) is the signature event of Ontario's Anesthesiologists which attracts anesthesiologists from all over Ontario as well as other parts of Canada. We will offer a high-quality Annual Ontario Anesthesia Conference to enhance the capability of anesthesiologists. This annual event will bring together practicing anesthesiologists, researchers and educators for learning and networking. This event will allow an opportunity for sharing the latest techniques and research, as well as build relationships with colleagues. The agenda will reflect the diversity of anesthesia practice, including various specialties, both academic and non-academic, and both rural and urban practice. Our Ontario Anesthesia Conference will include aspects of leadership development, practical quality improvement, change management, health system funding as well as teaching skills for the future (such as social media and financial matters). The meeting should also allow for networking opportunities.

Anesthesia Leadership Offering

We will facilitate members to develop leadership skills to become anesthesia leaders of tomorrow who will shape the future of anesthesia to ensure quality and exceptional patient care. In collaboration with other organizations and academic institutions, we will put together a selection of courses to help grow the skills of future anesthesia leaders. We will also promote the transition from clinical to administrative roles as the anesthesia health workforce ages and

offer media training to those interested. To support this initiative, we will tie it to the leadership grant program already in place.

Professional Development

We will support members with their continued professional development through a series of at least four webinars or e-learning opportunities per year and the promotion of other anesthesia conferences. We will also highlight key research articles to our members.

Residents

As part of our efforts to develop future anesthesia leaders, we will work with our Resident Representatives and focus on building relationships. We will focus on topics that residents have indicated are important to them, including Community vs. Academic practice and how to secure employment.

Patient Care

Intent

The intent of Patient Care is to improve the quality of patient care by providing guidance and tools to anesthesiologists, physicians, and other stakeholders. It also involves promoting the value anesthesiologists provide in delivering patient care.

The Anticipated Outcomes - Strategic Objectives

Our anticipated outcomes in Patient Care include:

1. Continue to promote our Beyond the Mask initiatives: Choosing Wisely, SolvingPain and the Perioperative Pain Management Pathway
2. Monitor current issues relating to the practice of anesthesia that impact patient health and care
3. Establish working groups to address current and ever-present issues in anesthesia
4. Have a voice in providing high-quality, safe and sustainable patient care through advisories, position statements or work on specific initiatives

Key Initiatives

Promote Best Practices

We will continue to collect best practice guidelines and promote them through initiatives such as Choosing Wisely, SolvingPain and the Perioperative Pain Management Pathway. Promotion will be targeted to key audiences via social media, and direct stakeholder engagement.

Advisories and Position Statements

We will raise our strong collective voice to share our unique insights and perspectives on current issues and evolving areas of practice. Advisories provide clarification on issues when there are varied points of view. Position statements are intended to inform physicians and other interested parties on the formal opinion of Ontario Anesthesiologists concerning critical issues and anesthesia, as well as evolving areas of clinical practice. These statements are developed around topics that impact practice and for which a body of evidence or expert opinion is available. The section will also develop short summaries and key speaking points on important topics for members to use in their interactions with stakeholders.

Working Groups

- An Environmental Sustainability Working Group to promote environmentally responsible clinical practices.
- Leadership working group to promote the development of anesthesia leaders
- Anesthesia Human Resources working group which will also include rural and remote care
- The Section will continue to monitor for relevant issues that relate to our practice and engage stakeholders as needed. Currently, the section is engaging stakeholders concerning the surgical backlog and pandemic planning.

Advocacy/Stakeholder Relations

Intent

Many other health system players have a direct and indirect impact on how anesthesiologists provide care. The strategic intent of Advocacy/Stakeholder Relations is to increase our capacity to influence decisions that empower the practice of anesthesia and ensure the delivery of the highest quality patient care. Using our unique perspective, we must educate various audiences on what anesthesiologists do so that our role in the health system is recognized, acknowledged, and valued. This will help position anesthesiologists as leading partners and system influencers.

The Anticipated Outcomes - Strategic Objectives

Our anticipated outcomes in Advocacy/Stakeholder Relations include:

1. Establish a strong, recognized, and respected brand
2. Cultivate strong relationships with OMA, CAS, and other stakeholders and decision-making tables, including members of government who play key roles on standing committees and other committees of influence
3. Promote a membership that is more politically engaged to help deliver key messages
4. To proactively weigh in on issues that impact the practice of Anesthesia
5. Increase understanding of the role anesthesiologists play in patient care by educating the public and stakeholders on what we do and the value we provide to the health system
6. Develop a communications plan, based on our strategic plan, that will serve as the foundation for successful and impactful internal and external communications

Key Initiatives

Stakeholder Relationship Development

- Educate our members on how to cultivate relationships with government and other stakeholders and provide opportunities for members to engage with them.
- Facilitate and support members who want to have meetings with stakeholders to share our perspectives on issues that are vital to anesthesia.
- Develop key messages and information packages for interested members to use as a resource.
- Identify and engage top influencers and stakeholders on matters that impact the care Anesthesiologists provide

Strategic Communications Plan

- Ensure that efforts across all Pillars are communicated with members and appropriate stakeholders using all media channels
- Develop talking points for advocacy efforts and distribute them to Executive and membership as required
- Communications Plan:

Effective communication through a variety of channels with members, decision-makers, influencers, stakeholders, and the government will support all aspects of the plan. We will keep members informed of Ontario Anesthesiologists' strategic direction, efforts that are being made by the Ontario Anesthesiologists on their behalf and the results that have been achieved. We will engage members through newsletters and informative updates on our strategic initiatives, as well as member polls. We will strive to strengthen our brand and increase our social media presence. We will support members in learning how to better advocate for themselves by offering media training and training on how to engage government and political leaders.

Our digital strategy will enhance our capability to communicate with members and stakeholders. It encompasses our member database, document management, working group management and online forums. By informing and engaging various audiences we can better inform the public and stakeholders who we are, the roles we play and the value we provide and deliver.

- o Social Media – maintain a collaborative tone with OMA, government, and stakeholders. Optimize our social media presence on Twitter, Facebook, Instagram, LinkedIn, and YouTube for all search engines.
- o Website – Redesign and optimize the OA website to maximize its usefulness as a resource for members and stakeholders. This will include easy-to-access section communications, CME offerings, patient resources, position statements and blog posts.
- o Media Resources – create and ask members for pictures and videos to help educate and promote the work we do.

Value of Anesthesia Initiative

A plan to deliver information to a range of audiences including the public and health care stakeholders that demonstrates the value of Anesthesiology. It may include social media campaigns, position papers and videos that connect the role of Anesthesiology with patient care.

- o To increase our visibility and impact, we will provide meaningful, regular communications and contact with members, stakeholders, the public and decision-makers.
- o We think that repetitive messaging about who we are, the value we provide, our necessity and how we are different (from other physicians and care providers) will benefit our members and our profession.
- o We will work to leverage the great work we have done related and unrelated to the pandemic, such as redeployment, airway teams, SolvingPain and Beyond the Mask.
- o We must remain non-partisan and work with whoever is in political power or stakeholder leadership. The goal is to find common ground and collaborate toward a shared outcome.
- o Use stories to inform the public about the central role of anesthesia and patient care

- o Create compelling presentations or information packages to inform hospital CEOs and other system influencers and decision-makers at local and regional levels about the value of anesthesia

Areas of focus for advocacy

- a. Surgical backlog and pandemic planning:
- b. Anesthesia health human resources including rural and remote areas
 - Explore if there is a role for virtual consults or remote anesthesia
 - Continue to support the work of our FP-A Working group and the role of FP-As as part of anesthesia care teams
- c. Opioid Pandemic
- d. Leadership Development
- e. Environmentally Sustainable practice

Appendix

Sample Terms of Reference for a Strategic Priority

CHIEF'S STRATEGY

OVERVIEW

As part of the Beyond the Mask initiative, the Working Group has agreed to work in Project Hubs: smaller groups interested in moving parts of the initiative forward more quickly. These Hubs will meet more regularly and develop a very focused action agenda to have more impact. The three initial Hubs are Choosing Wisely, the Chief's Strategy and Developing Leadership. These Terms of Reference reflect the role and the responsibilities of the Project Hub established to support the implementation of the CHIEF'S STRATEGY.

Initial Membership

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The Objective

The objective of this Project Hub is to help support the CHIEF'S STRATEGY to better engage chiefs across the province. It is recognized that the support of the Chiefs, who themselves have already gone BTM, will be critical to the successful implementation of many BTM initiatives. More specifically, the responsibilities of the Hub include:

- Developing a work plan based on currently understood issues and opportunities that will enable Chiefs to be even more effective
- Strategically strengthening relationships with key stakeholders
- Developing and implementing an engagement strategy with chiefs.

The Opportunities

There are a variety of immediate opportunities for the Project Hub to move the CHIEF'S STRATEGY forward, including but not limited to:

- Use our chiefs' contact list to provide regular communications/updates on provincial initiatives and leadership opportunities
- Share/make accessible tools and framework to support the implementation of Choosing Wisely, and subsequent projects
- Create an online repository: hosting important documents and basic management items. Especially important for new chiefs
- Develop a peer support approach: networking between chiefs through a chat room or phone application

- Set up a mentorship program: establish a small network of experienced Chiefs to provide support and guidance
- Host an annual chief retreat: share successes, leadership development and connect them to external experts
- Provide recognition: recognizing and thanking the chiefs i.e., profiling them in BTM

Term of Membership

The Chief Strategy Project Hub will continue in existence either until the BTM Working Group is dissolved in three years' time; or its work plan is fully implemented, whichever is sooner. Continuity of membership over this time is encouraged but is not a requirement.

Relationships to other Groups

The Chief Strategy Hub will update the Leadership Team and Working Group members as to progress during quarterly teleconferences, or by email during significant developments in the project cycle. The Leadership Team will ensure that activities across the Project Hubs are coordinated.

Timelines

The Project Hub will share its execution strategy, aligned with specific goals and opportunities, with the Working Group at the in-person meeting September 24th, 2016. It is recommended that the hubs come up with their plans by the end of August in draft form, that way the entire BTM group and executive can comment before their presentations at the annual meeting.

Individual Project Hubs will propose timelines based on the need of specific projects.

Resources Required

Support to the Project Hub will be provided by the administrative coordinator, as well as by the consultant. Resources and support can include, but are not limited to:

- Designing and facilitating meetings, including creating agendas and capturing the notes
- Supporting the development of the work plan
- Booking teleconference lines
- Joining hub meetings for administrative support
- Creating chat groups on platform of choice
- Assisting with communication design/build
- Graphic support
- Editing and/or researching materials.

No additional budget requirements are foreseen at this time.

Year One Work Plan

Deliverable	Action	By Whom	By When	Comment/Status

