2015 – 2019
PEOPLE STRATEGY

Engaging the CMPA’s workforce for today and tomorrow
The CMPA’s People Strategy is an enterprise-wide roadmap for recruiting, developing and retaining the right workforce to achieve our short- and long-term objectives. While building on the Association’s strong commitment to managing today’s workforce, the People Strategy places additional focus on shaping tomorrow’s workforce and enriching our culture.
Introduction

People make things happen at the Canadian Medical Protective Association (CMPA), and great achievements are made when employees, working from a solid plan, apply vision, innovation, and a collaborative approach to problem-solving. The 2015–2019 Strategic Plan provides our way ahead, and it calls for an engaged, resilient, and highly capable workforce that can respond to a changing environment. It builds on well over 110 years of success in meeting the medical liability protection needs of Canadian physicians and, as depicted below, sets out three strategic outcomes:
The CMPA’s People Strategy is an enterprise-wide roadmap for recruiting, developing, and retaining the right workforce to achieve our short- and long-term objectives. While building on the Association’s strong commitment to managing today’s workforce, the People Strategy places additional focus on shaping tomorrow’s workforce and enriching our culture. We know where we’re going, and we need everyone working together to get us there. This means providing our people, within an engaged and professional culture, with the skills and tools we all need to undertake the work we do — work that makes a real difference to physicians, patients, and the healthcare system. A key element of empowering better healthcare is to empower our talented team of employees to perform at their best.

The world is changing and the challenges facing the CMPA and our members continue to grow and evolve. While the external environment doesn’t define us, it does impact our services to members and how we deliver them, and how we organize ourselves. What defines us are our core values: mutuality, discretionary assistance, ethical defence, safe medical care, service excellence, and responsible stewardship. It is these core values, demonstrated on a daily basis by our people, which differentiate the CMPA from other organizations. Our People Strategy builds on these core values.
Business drivers

We recognize the importance of progressive HR policies and programs that contribute to our ongoing success and enable our people to perform at their best. We will continue to develop people management approaches that support our current and future business requirements:

▪ a more resilient and nimble organization, better prepared to respond to threats and exploit opportunities
▪ in a more dynamic environment, increased demands on leaders that require core leadership competencies including change leadership and agility
▪ a continuing focus on enhancing effectiveness and efficiency
▪ a talented workforce that will be looking for increased flexibility and additional opportunities for professional growth, innovative collaboration, and skills development
▪ a more focused attraction and recruiting effort that reflects the increasingly competitive market for talent
▪ changing and diverse worker preferences
▪ the opportunity to leverage technology to positively change how employees work and how the organization manages work

The employee value proposition

The employee value proposition is the CMPA’s commitment to our people and it is integral to our efforts to attract, recruit, and retain skilled and engaged employees. The Association expects all employees to treat members, stakeholders, and each other with respect and professionalism; we expect those members and stakeholders to treat our employees in the same manner. The CMPA provides employees with the following:

▪ a culture that is characterized by a professional, ethical, respectful, and collegial work environment that supports an appropriate work-life balance and the wellness of our employees
▪ leadership that is visible, fair, ethical, and characterized by open, honest two-way communication among employees, their supervisors, and senior leaders
▪ rewards and recognition valued by the workforce; compensation and benefits that are competitive in the Ottawa-Gatineau labour market
▪ talent management with focused investments in training and professional development, based on business needs
▪ meaningful work that enables employees to recognize that their jobs make a difference, either for our members, stakeholders, internal customers or offer a positive value for society
Strategic people outcome and objectives

OUTCOME: A valued and empowered workforce, fully capable of responding to organizational needs.

The Association is recognized for its philosophy of service excellence, ensuring that members benefit collectively from high quality medical-legal protection, assistance, advice, and practice improvement. This core value is instilled in all levels of the organization; we hire, grow, and retain engaged people who deliver consistent service excellence.

Our workforce is gradually evolving to include more individuals who expect shorter-term employment, professional growth, and the opportunity to participate in innovative and collaborative initiatives. With the overriding goal of meeting our business needs, human resource policies will, when feasible, aim to align work conditions with employee preferences to better support a progressive workforce culture and environment that reflects contemporary practices and assists in attracting, recruiting and retaining high-performing employees.

The CMPA’s People Strategy has four objectives spanning the course of the 2015 - 2019 timeframe:
1. managing today’s workforce
2. shaping tomorrow’s workforce
3. enriching the CMPA’s culture
4. taking care of people

Each objective is detailed with a description of the future state, core activities, and outcome measures to evaluate achievements.
PEOPLE OBJECTIVE #1: Managing today’s workforce

To attract, recruit, and retain an engaged workforce that delivers organizational success.

The CMPA attracts, recruits, and retains a high-caliber workforce that shares a commitment to service excellence and has the flexibility to adapt to changing conditions. Building on our employee value proposition, we will do more to engage an increasingly diverse workforce that has changing expectations of the employer.

The future state will include:

- improved and streamlined corporate processes for recruitment (i.e. testing and interviews), performance management, employee relations, new employee orientation, compensation, benefits, administration, etc.
- more effective onboarding of new employees
- increased involvement of management and staff in developing programs that enhance employee engagement
- development of a systematic approach to leverage technology for people-related programs and processes
- enhanced corporate understanding of the CMPA’s people through better workforce analytics that inform the CMPA’s decision making

Core functions

- monitoring total rewards and labour market trends
- analyzing internal workforce requirements and employee competencies in comparison to the CMPA’s projected needs
- systematic review and assessment of corporate human resource programs and policies
- regular collaboration with management and staff to solicit feedback and ideas that will improve employee productivity, engagement, and retention
- human resource planning embedded in the operational planning and budgeting cycle

Outcome measures

- employee engagement
- percentage of unfilled positions
- retention rates against expectations
- turnover rates against expectations
PEOPLE OBJECTIVE #2: Shaping tomorrow’s workforce
To develop and maintain a resilient and high-performing workforce.

CMPA employees deliver on corporate objectives through their individual and collective abilities. The management team will demonstrate leadership that supports and motivates our people to achieve the strategic plan. The organization is increasingly nimble and adept at responding to changing circumstances.

To accomplish this objective, an enterprise-wide professional growth framework will be developed and implemented. The future state will include:

▪ a more diverse workforce with different needs and expectations
▪ greater understanding of the CMPA’s people needs, including identification of core competencies and advanced learning requirements
▪ focused investments in professional growth programs that fulfill identified individual and collective competency gaps and prepare the Association for future success
▪ a continuous program focused on maintaining and enhancing core leadership competencies for the CMPA’s management team
▪ change leadership and change management training

Core functions
▪ expanding professional growth opportunities for employees, through internal/external secondments, additional responsibilities, job shadowing, group discussions, in-house workshops, mentoring, and coaching
▪ identifying core leadership competencies for CMPA management and applying a leadership development framework across the organization
▪ succession planning for physician leaders, selected management roles, and critical positions
▪ replacement planning for critical resources that are scarce in the labour market

Outcome measures
▪ achievement of organizational objectives
▪ alignment of staff and leadership competencies with identified organizational requirements and future plans
▪ currency and completeness of succession/replacement plans
▪ increased internal development opportunities
▪ enhanced employee knowledge of enterprise functions
PEOPLE OBJECTIVE #3: Enriching the CMPA’s culture

To enhance business outcomes and the employee work experience through innovative thinking and collaborative problem-solving.

We will evolve our work culture as we continue leveraging the collective talents of our people. Fostering the innovation and team collaboration will be essential to achieve our strategic initiatives. Employee ideas and innovation that improve service to members, contribute to safe medical care, and/or support sustainability will be shared and recognized within the Association.

The future state will include:

▪ rewards and recognition for employee innovation and collaborative thinking
▪ formal and informal communications to share ideas and innovation
▪ ongoing development of the frontline management team, helping them to fully leverage the innovative thinking of our people
▪ streamlined planning and budgeting processes to encourage the generation of ideas across the workforce
▪ incorporation of innovation requirements and objectives in job descriptions and performance goals, as appropriate
▪ brainstorming sessions, open houses, and other events at a team or corporate level to exchange ideas and exercise collaborative problem-solving
▪ internal opportunities (e.g. job shadowing, secondments, and part-time loans to other departments) to foster cross-departmental learning and collaboration

Core functions

▪ reviewing, discussing, and sponsoring ideas generated by employees
▪ additional category of “Innovation – Individual and/or Team Effort” in annual Awards of Excellence
▪ strengthening management capability to lead change and manage uncertainty in changing times
▪ improved flexibility in corporate planning and budgeting

Outcome measures

▪ employee retention
▪ employee engagement
▪ improved/streamlined processes at the departmental and corporate levels
▪ progress on strategic change initiatives
PEOPLE OBJECTIVE #4: **Taking care of people**

To employ progressive human resources policies in support of evolving business needs.

We will enhance our human resource policies to reflect changing conditions and a new “world of work” that is altering how, when, and where work gets done. CMPA employees should expect value-added human resources services and programs that will manage today’s workforce while preparing the organization and its people for tomorrow.

The future state will include:

- a refined human resources service model that provides streamlined support to CMPA management and employees for their immediate/transactional needs
- deeper and stronger consultative relationships between the human resources team and senior leaders to support future-oriented workforce planning and people management
- focused human resources program reviews to evaluate and improve the overall effectiveness of workforce-related services, policies, and processes
- development of new human resources policies to align with changing business needs:
  - programs for physician employees to consider maintaining clinical/professional practice on a part-time basis, where such programs meet operational needs
  - part-time work and/or job sharing for employees transitioning to retirement, where such programs meet operational needs
  - remote work for employees who are in positions which are feasible to delivering on their job expectations/objectives from a remote site
  - exploration of self-funded sabbaticals (e.g. leaves of absence) and external secondments or employee exchanges
  - cost-effective corporate human resources programs (e.g. total rewards, recognition) that motivate and support employee engagement and retention

The CMPA will comply with legislation (e.g. Integrated Accessibility Regulation Standards — Ontario Human Rights Act, Ontario Employment Standards Act, etc.). Human resources policies and practices will ensure a consistent, equitable, and barrier-free experience for CMPA employees and job candidates.

**Outcome measures:**

- employee engagement and retention
- alignment with labour market/compensation benchmarks
- ongoing progress on the CMPA’s multi-year accessibility plan
Conclusion

For over 110 years, the CMPA has thrived due, in part, to our willingness to adapt and evolve and our people have been at the forefront of this effort. The Association remains a relevant, highly credible, and respected organization that is greatly valued by our members as a result of the contribution of our valued and talented workforce.

The 2015-2019 Strategic Plan sets out ambitious goals that, when achieved, will ensure ongoing organizational success. Achieving these goals will require the full engagement of the entire workforce. Empowering better healthcare begins with empowering our talented workforce and, through this 2015-2019 People Strategy, the Association is committed to providing our people with the support they need to drive our success.

The 2015-2019 Strategic Plan sets out ambitious goals that, when achieved, will ensure ongoing organizational success.
MISSION
To protect the professional integrity of physicians and promote safe medical care in Canada

VISION
The CMPA is valued as an essential component of the Canadian healthcare system