COUNCIL NOMINATIONS AND ELECTIONS

2018 Candidate information guide
About CMPA
The Canadian Medical Protective Association provides advice, legal assistance, and an extensive risk management education program to more than 95,000 physicians. It is the principal provider of medical liability protection in Canada and is governed by an elected Council of physicians. As an essential component of the healthcare system, the CMPA is firmly committed to protecting the professional integrity of physicians and promoting safe medical care.

Through its work, the CMPA:

- Enables physicians to practise confidently and to make decisions that result in better patient care and a more efficient healthcare system
- Provides appropriate compensation to patients proven to have been harmed through negligent medical care
- Ensures physicians receive assistance and fair representation when medical-legal matters arise
- Strives to achieve medical-legal outcomes that are ethical and fairly benefit Canada’s healthcare system

About CMPA Council Elections
The primary purpose of Council is to foster, through sound governance, the long-term success of the Association consistent with its Strategic Plan and responsibilities to the members. The Council oversees how the organization’s business is conducted and provides guidance and direction to management, who is responsible for the day-to-day conduct of business.

Each year, approximately one-third of the positions on the CMPA Council are scheduled for nomination and election. All CMPA members have the opportunity to seek nomination and election to Council on the basis of their province/territory of work and their type of practice*. Councillors serve a three-year term. Current members of Council may also choose to seek nomination and re-election for an additional three year term. To fulfill the role of Councillor, a member must follow the CMPA’s Terms of Reference for Council and Councillors (see Appendix B).

The Council election process, including how candidates are nominated, is governed by Article 4 of the CMPA By-law (see Appendix A).

Council representation
The Council is composed of member physicians from 10 geographical areas across Canada (British Columbia and Yukon; Alberta; Saskatchewan, Northwest Territories and Nunavut; Manitoba; Ontario; Québec; New Brunswick; Nova Scotia; Prince Edward Island; and Newfoundland and Labrador).

*To ensure the representation of the different specialties in the fields of medicine and surgery and of general practice, the Association’s By-law requires that individuals interested in seeking election to council be considered to practice in two Divisions, as follows:

- Division A - Certification from CFPC, or CMQ (Specialists in Family Medicine), or physicians without CFPC or RCPSC certification
- Division B - Specialist certification from RCPSC or CMQ, not including Specialists in Family Medicine
The number of Division A and Division B Council representatives has been specified by geographical area; in some instances a Council position within a geographical area may be Division A or B.

Nomination Process

Candidates are nominated in two ways:
I by the Nominating Committee; and
II by members-at-large in their geographical area, resulting in an election.

I Candidates Proposed by the Nominating Committee

The Nominating Committee identifies and recommends to membership names of candidates who will ensure the governance of the Association is of the highest calibre and reflects the Association's membership. The criteria for nomination include:

- Nominees must be current CMPA members who will actively and convincingly support the work of the Association
- Nominees must meet the requirements of being a Councillor as outlined in the Terms of Reference for Council and Councillors (see Appendix B) and, on an annual basis, must sign the Code of Conduct and Conflict of Interest Guidelines (see Appendix C)
- Nominees should be members who enjoy the respect of their peers

Evaluation Criteria

With the objective of achieving a balance on the CMPA Council, the Nominating Committee uses several criteria to evaluate both incumbent and new Council candidates seeking nomination, including but not limited to:

- Medical, clinical or safe medical care experience
- Leadership in the medical profession
- Influence beyond the medical community
- Medical education or research experience
- Governance, business or legal experience
- Financial or investment literacy

As well, the Committee seeks to achieve a Council that reflects a balance of family physicians and specialists, a range of medical specialties, appropriate diversity including, but not limited to gender, ethnicity, and race, and geographical balance within provinces.

The following Council member core competencies form the basis of the Nominating Committee’s review of potential candidates:

- Strategic orientation
- Judgment
- Communication
- Business and financial acumen
- Governance knowledge
- Teamwork/collegiality

Timelines

The Nominating Committee will consider individuals, including current Councillors seeking nomination and re-election, wishing to seek its endorsement during a November 2nd, 2017 meeting. It is noted the Committee’s activities and deliberations may continue into December.
As an outcome of the Nominating Committee’s deliberations, the Report of the Nominating Committee is prepared, indicating its recommended slate of candidates, and will be available for release to the membership through the CMPA website by January 10th, 2018.

Supporting Documentation Required by the Nominating Committee

Members interested in seeking nomination for consideration by the Nominating Committee are required to submit the following documentation by October 19th, 2017:

- Curriculum vitae template, including the names of three references
- Candidate statement
- Colour photo

Curriculum Vitae Template

Prospective candidates must complete a curriculum vitae (CV) template, including the names of three references, using the form provided at Appendix D, and return it by email to elections@cmpa.org by October 19th, 2017. The CV template is reviewed by the Nominating Committee during its deliberations to determine its recommended slate of nominees.

If a prospective candidate is nominated by the Nominating Committee, the CMPA uses the member’s CV template to develop a candidate profile (of maximum 50 lines in length), subject to final approval by the candidate prior to its release. The CMPA also undertakes the necessary translation of the candidate profile. The candidate profile becomes part of the Report of the Nominating Committee that is released to the membership through the CMPA website.

DISCLAIMER NOTICE: THE CMPA DOES NOT EDIT OR MAKE CHANGES TO THE INFORMATION CANDIDATES PROVIDE IN THE CV TEMPLATE. CANDIDATES OWN THE CONTENT AND ARE SOLELY RESPONSIBLE FOR THE SPELLING AND ACCURACY OF THE INFORMATION PROVIDED.

Candidate Statement

Prospective candidates must submit a candidate statement of no more than 350 words (in a Microsoft Word document) by email to elections@cmpa.org by October 19th, 2017. The candidate statement should not include a salutation, signature block or web links. If it is the desire to include contact information, this should be part of the candidate statement content. The candidate statement is reviewed by the Nominating Committee during its deliberations to determine its recommended slate of nominees.

If a prospective candidate is recommended by the Nominating Committee, the candidate may update his or her candidate statement. The updated candidate statement becomes part of the election material that is released to the membership through the CMPA website.

DISCLAIMER NOTICE: THE CMPA DOES NOT EDIT, MAKE CHANGES OR TRANSLATE CANDIDATE STATEMENTS. CANDIDATES OWN THE CONTENT AND ARE SOLELY RESPONSIBLE FOR THE SPELLING AND ACCURACY OF THE INFORMATION PROVIDED.
Candidate statement – Purpose

A candidate statement is somewhat similar to a candidate’s platform in a political campaign. Generally, it provides the audience (Nominating Committee in this case, or CMPA voting membership should there be an election requirement) with information on the candidate’s knowledge of the Association, or what they believe to be important issues (associated with the profession, the healthcare sector, CMPA’s role, the membership, etc.). A statement may also highlight what a candidate, as a member of Council, can offer to assist in fulfilling the CMPA’s mission and strategic objectives (strengths, experience, relevant attributes and suitability, etc.). Further information and examples of candidate statements can be found online by searching “candidate statements”.

Colour Photo

Prospective candidates must submit a recent, professional colour photo by email to elections@cmpa.org by October 19th, 2017. The composition of the photo must be limited to the head, neck and shoulders of the candidate. The photo must have a plain background, be provided in .jpg or .tif format, and carry a 300 DPI resolution when 3” x 5” in size (approximately). Typically, a photo taken from a personal camera or cellular telephone is not acceptable.

If a prospective candidate is nominated by the Nominating Committee, the candidate’s photo is used in the Report of the Nominating Committee, released to the membership through the CMPA website and for election purposes, if required.

DISCLAIMER NOTICE: THE CMPA DOES NOT EDIT, MAKE CHANGES TO OR ALTER PHOTOS. CANDIDATES OWN THE CONTENT THEY SUBMIT AND ARE SOLELY RESPONSIBLE FOR THE COMPOSITION, FORMAT AND RESOLUTION OF THE MATERIAL.

II Nominations from CMPA members

Following the release of the 2018 Report of the Nominating Committee, and in addition to candidates recommended by the Nominating Committee, any member of the CMPA in an area and division in which the term of the incumbent is expiring may be nominated as a candidate for election to Council, provided:

1. The nomination is accompanied by the names and signatures of 10 supporting members of the CMPA who reside in the same geographical area as the member they are nominating.
2. The member’s practice is located in the geographical area of the Council position that is being contested.
3. The member’s type of practice* (Division A or B) is appropriate to the position.

For CMPA members seeking nomination, it is expected they:

- Will actively and convincingly support the work of the Association
- Meet the requirements of being a Councillor as outlined in the Terms of Reference for Council and Councillors (see Appendix B) and adhere to the Code of Conduct and Conflict of Interest Guidelines (see Appendix C), signed on an annual basis by Council members
- Are members who enjoy the respect of their peers
Nominees are asked to consider how their experience in the following areas may contribute to the governance of the CMPA:

- Medical, clinical or safe medical care experience
- Leadership in the medical profession
- Influence beyond the medical community
- Medical education or research experience
- Governance, business or legal experience
- Financial or investment literacy

As a potential member of Council, the following are identified as core competencies:

- Strategic orientation
- Judgment
- Communication
- Business and financial acumen
- Governance knowledge
- Teamwork/collegiality

An eligible nomination from the membership where a nominee has already been recommended by the Nominating Committee will result in the requirement for an election.

Supporting Documentation Required for Nominations by CMPA Members

Members interested in seeking nomination to Council by members-at-large in their geographical area are required to submit the following documentation by February 14th, 2018. Early receipt of documentation is always appreciated:

- Nomination form accompanied by the names and signatures of 10 supporting CMPA members residing in the same geographical area (see Appendix E)
- Curriculum vitae template
- Candidate statement
- Colour photo

Curriculum Vitae Template

Prospective candidates must complete a curriculum vitae (CV) template, using the form provided in Appendix D, and return it by email to elections@cmpa.org by February 14th, 2018. Using the CV template, the CMPA develops a candidate profile (of maximum 50 lines in length), subject to final approval by the candidate prior to its release. The CMPA also undertakes the necessary translation of the candidate profile. The candidate profile is used in the online election platform and is posted on the CMPA website during the election period.

DISCLAIMER NOTICE: THE CMPA DOES NOT EDIT OR MAKE CHANGES TO THE INFORMATION CANDIDATES PROVIDE IN THE CV TEMPLATE. CANDIDATES OWN THE CONTENT AND ARE SOLELY RESPONSIBLE FOR THE SPELLING AND ACCURACY OF THE INFORMATION PROVIDED.

Candidate Statement

Prospective candidates must submit a candidate statement of no more than 350 words (in a Microsoft Word document) by email to elections@cmpa.org by February 14th, 2018. The
candidate statement should not include a salutation, signature block or web links. If it is the desire to include contact information, this should be part of the candidate statement content. The candidate statement may be provided in the language of the member’s choice (e.g. English or French). If candidates would like their candidate statement to appear in both languages in the online election material, English and French versions must be submitted or the member should confirm if only one language will be provided. The CMPA will format the candidate statement, subject to final approval by the candidate, prior to its release. The candidate statement becomes part of the candidate profile, is used in the online election platform and is posted on the CMPA website during the election period.

**DISCLAIMER NOTICE: THE CMPA DOES NOT EDIT, MAKE CHANGES OR TRANSLATE CANDIDATE STATEMENTS. CANDIDATES OWN THE CONTENT AND ARE SOLELY RESPONSIBLE FOR THE SPELLING AND ACCURACY OF THE INFORMATION PROVIDED.**

**Candidate statement – Purpose**

A candidate statement might be considered somewhat similar to a candidate’s platform in a political campaign. Generally, it provides the audience (CMPA voting membership) with information on the candidate’s knowledge of the Association, or what they believe to be important issues (associated with the profession, the healthcare sector, CMPA’s role, the membership, etc.). A statement may also highlight what a candidate, as a member of Council, can offer to assist in fulfilling the CMPA’s mission and strategic objectives (strengths, experience, relevant attributes and suitability, etc.). Further information and examples of candidate statements can be found online by searching “candidate statements”.

**Colour Photo**

Prospective candidates must submit a recent, professional colour photo by email to elections@cmpa.org by February 14th, 2018. The composition of the photo must be limited to the head, neck and shoulders of the candidate. The photo must have a plain background, be provided in .jpg or .tif format, and carry a 300 DPI resolution when 3” x 5” in size (approximately). Typically, a photo taken from a personal camera or cellular telephone is not acceptable.

The photo becomes part of the candidate profile, is used in the online election platform and is posted on the CMPA website during the election period.

**DISCLAIMER NOTICE: THE CMPA DOES NOT EDIT, MAKE CHANGES TO OR ALTER PHOTOS. CANDIDATES OWN THE CONTENT THEY SUBMIT AND ARE SOLELY RESPONSIBLE FOR THE COMPOSITION, FORMAT AND RESOLUTION OF THE MATERIAL.**
**Submitting Nomination Forms and Supporting Documentation**

Completed nomination forms and supporting documents may be sent through one of the following:

<table>
<thead>
<tr>
<th>Mailing address:</th>
<th>Courier/street address:</th>
</tr>
</thead>
</table>
| Canadian Medical Protective Association  
PO Box 8225  
Station "T"  
Ottawa, Ontario  
K1G 3H7 | Canadian Medical Protective Association  
875 Carling Avenue  
Ottawa, Ontario  
K1S 5P1 |

Fax: 613-725-1300  
Email: elections@cmpa.org

**Election Process**

An eligible nomination from the membership where a nominee has already been recommended by the Nominating Committee will result in the requirement for an election. Election material will then be prepared and sent to members in areas where elections are required.

The CMPA Council elections are conducted through a third party service provider using a secure, dedicated website. Election materials provide CMPA members with the option to review the election information and to cast their vote using either an English or French platform.

**Where there are no nominations from the membership received by February 14th, 2018, CMPA nominees are acclaimed for a three-year term, effective as of the conclusion of the annual meeting of members in August.**

Election results are reported during the annual meeting and are posted at that time on the CMPA website.

**Meetings / Time Commitment**

Candidates successfully elected to Council can anticipate the following time commitment:

- A two-day orientation program
- Annual meeting of members and associated activities
- Council meets 4 times a year (February, May, August and November), for 2 days at a time
- In addition, Councillors tend to serve on 1 to 2 committees, depending on their time availability, expertise and geographical location

Depending on the committee, the time commitment will vary, ranging from 1 meeting monthly to 3 or 4 times per year, with some committee meetings held by video conference, and others in person at the CMPA’s Ottawa location. To enhance meeting effectiveness and participation, Councillors are expected to review the agenda materials for all Council meetings and committee meetings for which they serve.

Please refer to the Background Information for Candidates - CMPA Governance Committees for additional information.
**Remuneration**

Honoraria are paid to Council members for time spent to attend Council and committee meetings, to participate in other official CMPA business (e.g. requested to participate in an education or practice improvement session), and for associated travel time. Honoraria are intended to provide compensation for time spent preparing for and attending meetings, recognizing the loss of income which might otherwise have been earned providing medical services. In accordance with a Council approved policy, the CMPA reimburses Councillors for the costs of travel, accommodation and related expenses.

**Nominations and Elections – Key Dates and Activities**

The following are the key dates and activities associated with the 2018 nomination and election process:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information regarding Council positions scheduled for nomination and election is communicated to the CMPA membership, and on the CMPA website.</td>
<td>September 2017</td>
</tr>
<tr>
<td>The Nominating Committee considers individuals who may wish to seek its endorsement during a November 2nd, 2017 meeting. Members interested in seeking nomination for consideration by the Nominating Committee must submit the CV template, candidate statement and colour photo.</td>
<td>Deadline: October 19, 2017</td>
</tr>
<tr>
<td>The <em>Report of the Nominating Committee</em> and associated communications are released on the CMPA website.</td>
<td>January 10, 2018</td>
</tr>
<tr>
<td>The deadline is reached for receipt of nominations from the membership (nomination form, CV template, candidate statement, and colour photo).</td>
<td>Deadline: February 14, 2018</td>
</tr>
<tr>
<td>The election information, voting platform and associated communications are released, if required.</td>
<td>March 21, 2018</td>
</tr>
<tr>
<td>The voting period ends.</td>
<td>April 25, 2018</td>
</tr>
<tr>
<td>A formal announcement of the election results is made during the 2018 CMPA annual meeting and information session and posted on the CMPA website.</td>
<td>August 22, 2018</td>
</tr>
</tbody>
</table>

**Election Campaigning Guidelines**

Candidates can play an important role in communicating and encouraging CMPA members to participate in the election of their CMPA Council. The intent of these guidelines is to outline expectations and encourage fair and open campaigning on a level playing field for all candidates, using all appropriate measures, during the nomination and election process:

1. Candidates are expected to conduct all election-related activities away from the CMPA office located at Dow’s Lake Court, Ottawa, Ontario. Candidates should not use CMPA offices for any purpose related to nominations or elections to Council, including, but not
limited to, the use of such offices as promotional offices and for the creation or storage of
promotional materials, display of promotional materials, promoting, and meetings related
to the election.

2. Candidates will not use the accounts, services, materials and resources of the CMPA for
election related activities, such as, but not limited to, phones, email, catering, the
borrowing of equipment or other supplies, faxing, printing, colour printing, laminating and
photocopying.

3. Outside of the Report of the Nominating Committee, it is the CMPA’s principle that current
Council members should not endorse a candidate through official CMPA channels. Candidates
should not request current Council members to act as one of the 10 CMPA members in support of a member nomination. Councillors may choose to endorse candidates but should do so only in their personal capacity. Any endorsement by a CMPA
Council member must be made using a personal email address and include the following
statement: “Candidate endorsements made by any person associated with the CMPA are
made in such person’s personal capacity, and not in any official capacity in relation to or
on behalf of the CMPA.”

4. It is the CMPA’s principle that past Council members may endorse a candidate and may
do so only in their personal capacity. Any endorsement by a past Council member must
include the following statement: “Candidate endorsements made by any person
associated with the CMPA are made in such person’s personal capacity, and not in any
official capacity in relation to or on behalf of the CMPA.”

5. Obtaining membership lists and email addresses and the creation of list servers is the
responsibility of the candidates and their supporters. Email addresses and member
information will not be provided by the CMPA, in accordance with the CMPA’s privacy
policy. The privacy policy can be reviewed on the Association’s website.

6. The official promotional period begins after the release of the Report of the Nominating
Committee to CMPA members and concludes with the close of the election voting period.

7. Candidates may use the terms “Canadian Medical Protective Association” and “CMPA” in
their promotional materials as it relates to serving on or involvement with the CMPA
Council, however, they may not use any CMPA logos, letterhead, corporate branding
materials, trademarks or variations thereof. It is not permitted to reference any of the
CMPA’s email addresses, telephone or fax numbers in any candidate promotional
material.

8. Candidates may promote themselves but should not, in any way, disparage any fellow
candidates.

9. Any CMPA election candidate can like, share or re-tweet a CMPA election related tweet,
however the candidate is to refrain from providing any additional comment. Therefore, the
purpose of the candidate’s action is to pass along the CMPA information for awareness
purposes only; the CMPA tweets are generic. Candidates will not use the CMPA Twitter
activity (CMPA tweets) to self-promote their candidacy or to launch their twitter election
campaigns. Candidates are free to use their own personal Twitter account for campaign
and election purposes. This principle will apply for all social media activity (e.g. Facebook,
LinkedIn, etc.)

10. Candidates are permitted to seek endorsements of their candidature from organizations
such as medical associations, federations and other bodies. If they choose to use the
logos, letterhead, corporate branding materials, trademarks, slogans or variations thereof,
belonging to these organizations, they must have express permission of those organizations before doing so. Any contact information (e.g. telephone, email, fax numbers, etc.) for the endorsing organization must be operational. Such endorsement should not include any direct financial support or material incremental costs being incurred by the endorsing organization.

11. A “promotional expense” is defined as “any expense incurred by the candidate for goods or services in relation to the annual CMPA Council nomination and election process”. Candidates may undertake promotional activities in support of their election campaign but any promotional expenses would be incurred personally by candidates and the CMPA will not reimburse any such costs.

12. Candidates are expected to provide the information required in support of the nomination and election processes (e.g. curriculum vitae, candidate statement, etc.) in accordance with the timelines established by the CMPA. Candidates own the content and are solely responsible for the spelling and accuracy of the information provided.

13. Similar to that used in the CMPA election documentation, candidates are permitted to promote themselves through the use of their candidate profile and candidate statement, without the use of the CMPA logo. The formatted candidate profile and candidate statement will be provided to all candidates by CMPA staff.

14. Any concerns, complaints or disputes regarding the CMPA nomination and election process shall be addressed to the CMPA President who, following any consultations with the Executive Director/CEO and/or General Counsel that the President deems desirable, shall determine whether any action is necessary, and if so, what that action shall be. The President will strive to achieve a timely resolution to the concern, complaint or dispute.

15. If in doubt as to their responsibilities or expected election-related behaviours, candidates are expected to contact the Association for guidance by email at elections@cmpa.org.

Background Information for Candidates

Responsibilities of Council and Councillors
In accordance with the CMPA's Act of Incorporation and By-law (see Appendix A), Council is responsible for overseeing how the business of the Association is conducted and to direct management, to whom Council delegates the responsibilities for the day-to-day conduct of business. Article 4 of the By-law outlines the requirements of Council.

The Terms of Reference for Council and Councillors (see Appendix B) set out the way in which Council organizes and conducts itself to fulfill its responsibilities, and describes the responsibilities of Councillors.

CMPA Governance Committees
Much of the CMPA Council's work is delegated to various governance committees. In addition, working groups may be created to deal with ad hoc issues. The By-law authorizes Council to constitute and dissolve additional committees as required.

The current CMPA governance structure consists of four By-law mandated committees, and additional committees as outlined below.

- Executive Committee (By-law mandated) – Generally meets 8 to 10 times each year
Audit Committee (By-law mandated) – Generally meets 4 times each year
Case Review Committee (By-law mandated) – Generally meets twice monthly
Nominating Committee (By-law mandated) – Generally meets 3 to 4 times each year
Extent of Assistance Committee – Generally meets 2 to 3 times each year
Governance Committee – Generally meets 3 to 5 times each year
Human Resources and Compensation Committee – Generally meets 3 to 4 times each year
Investment Committee – Generally meets 4 times each year
Member and Stakeholder Relations Committee – Generally meets 3 to 4 times each year
Pension Committee – Generally meets 3 to 4 times each year
Safe Medical Care Committee – Generally meets up to 3 times each year

Composition of Committees
Council establishes the membership of committees annually. Each committee is governed by terms of reference that outline its mandate, composition, duties and responsibilities, accountability, procedures, meetings, and activities.

Members of Council and external members both serve on the following committees: Audit Committee; Investment Committee; Nominating Committee and Pension Committee. External members are selected for their expertise and knowledge relevant to the specific mandate of the committee on which they serve.

Responsible Governance Practices,
Code of Conduct and Conflict of Interest Guidelines
The CMPA Council is committed to responsible governance practices. As stated in the Terms of Reference for Council, "the primary purpose of Council is to foster, through sound governance, the long-term success of the Association consistent with its Strategic Plan and responsibilities to the members."

Council actively displays this commitment through its leadership and participation in a variety of governance activities including:

- **Council evaluation** — Council performs a biennial evaluation to assess its effectiveness and efficiency.
- **Individual Councillor evaluation** — Upon reaching the mid-point in his or her three-year term, each Councillor participates in an individual evaluation process. The objective of this evaluation is to improve individual performance and strengthen the nomination process by providing to the Nominating Committee a peer perspective of a Councillor’s performance.

Members of Council and all non-Council committee members are required to follow the Association’s Code of Conduct and Conflict of Interest Guidelines (see Appendix C). This includes the requirement to sign an acknowledgement each year.

Prior to joining Council, candidates successfully elected to Council may be required to step down from an appointment or discontinue certain activities that could result in a perceived or real conflict of interest. Examples include serving on a Disciplinary Committee or Board of a medical regulatory authority (College), serving as an expert witness, etc. **Prospective candidates are encouraged to seek clarification from the CMPA prior to submitting their nomination.**
Appendix A – Act of Incorporation and CMPA By-law

The CMPA’s governance responsibilities derive from *An Act to Incorporate the Canadian Medical Protective Association* and the CMPA By-law, which generally regulates the affairs of the Association.

Appendix B – Terms of Reference for Council and Councillors

The [Terms of Reference for Council and Councillors](#) are available on the CMPA website.
Appendix C – Code of Conduct and Conflict of Interest Guidelines for Councillors

I. INTRODUCTION

A. The fundamental relationship between a Councillor and the Canadian Medical Protective Association (CMPA) must be one of trust; essential to trust is a commitment to honesty and integrity. Ethical conduct within this relationship imposes certain obligations.

B. This Code mirrors the CMPA’s Code of Conduct and Conflict of Interest Guidelines for employees.

II. COMPLIANCE WITH THE LAW

A. The behaviour of organizations is continually under public scrutiny. Therefore, Councillors must not only comply fully with the law, but must also avoid any situation which could be perceived as improper or indicate a casual attitude towards compliance.

B. CMPA Councillors must act at all times in full compliance with both the letter and the spirit of all applicable laws and human rights legislation.

C. In his / her relationship with the CMPA, no Councillor shall commit or condone an unethical or illegal act or instruct another Councillor or employee, CMPA member or supplier to do so.

D. Councillors are expected to be sufficiently familiar with any legislation that applies to their work, to recognize potential liabilities and to know when to seek legal advice. If in doubt, Councillors are expected to ask for clarification.

E. Falsifying the record of transactions is unacceptable.

III. CONFLICTS OF INTEREST

A. The CMPA expects Councillors to perform their duties conscientiously and in a manner which will not put their personal interests in conflict with the best interests of the CMPA.

B. In general, a conflict of interest exists for Councillors who use their position at the CMPA to benefit themselves, friends or families.

C. Every Councillor must avoid any situation in which there is, or may appear to be, potential conflict which could appear to interfere with the Councillor’s judgment in making decisions in the CMPA’s best interest. Prior to joining Council, candidates successfully elected to Council may be required to step down from an appointment or discontinue certain activities that could result in a perceived or real conflict of interest. Examples include serving on a Disciplinary Committee or Board of a medical regulatory authority, serving as an expert witness, serving on a negotiations committee or as Board member of a Provincial or Territorial Medical Association, etc.
D. There are several situations that could give rise to a conflict of interest. The most common are accepting gifts, favours or kickbacks from suppliers, close or family relationships with outside suppliers, passing confidential information to competitors and using privileged information inappropriately.

E. Some conflicts are clear-cut; but others are less obvious. The CMPA recognizes its Councillors have legitimate outside interests; however, there may also be situations that could be seen as a conflict of interest no matter how innocent the intentions of the Councillor.

For example, the CMPA considers that acting as an expert in legal matters (civil actions, college matters, hospital matters, etc.) may compromise the rights of a CMPA member and creates the potential for conflict of interest. Councillors should refrain from providing expert opinion, written or oral, in any matter in which the CMPA is involved in the defence of a member. Sometimes Councillors may have undertaken this role prior to being elected to Council. In such a case, the Councillor is encouraged to seek advice and direction from the President or the Executive Director.

F. The CMPA requires full disclosure of all circumstances that could conceivably be construed as conflict of interest. A Councillor may refer an individual situation to the President or the Executive Director who may recommend any actions needed to eliminate a conflict of interest. Full disclosure enables Councillors to resolve unclear situations and gives an opportunity to dispose of conflicting interests before any difficulty can arise.

IV. OUTSIDE BUSINESS INTERESTS

A. Councillors must declare possible conflicting outside business activities at the time of submission of documentation when seeking nomination to Council. Notwithstanding any outside activities, Councillors are required to act in the best interest of the CMPA.

B. No Councillor may hold a significant financial interest, either directly or through a relative or associate, or hold or accept a position as an Officer or Director in an organization in a relationship with the CMPA, where by virtue of his or her position in the Association, the Councillor could in any way benefit either organization by influencing the purchasing, selling or other decisions, unless that interest has been fully disclosed.

C. A “significant financial interest” in this context is any interest substantial enough that decisions of the CMPA could result in gain for the Councillor.

D. These restrictions apply equally to interests in companies that may compete with the CMPA in all of its areas of activity.

V. CONFIDENTIAL INFORMATION

A. “Confidential Information” means all of the information and data of, or relating to, the business or operations of the CMPA, and may be in any form such as written, electronic or hard copy. Confidential information does not include any information or data that is or becomes publicly known without breach of a confidentiality agreement. Confidential information includes proprietary, technical, business, financial, legal, human resource, member, and Councillor information which the CMPA treats as confidential.
B. Councillors will be required to hold and treat all confidential information in the utmost confidence. Without limiting the generality of the foregoing:

(i) The Councillor shall not, without the prior express consent of the CMPA, disclose any confidential information in any manner whatsoever, in whole or in part, to any outside person unless authorized, or as may otherwise be required by law, and then only to the extent of such requirement.

(ii) The Councillor shall take all reasonable precautions, as referenced in the Information Technology Services (ITS) End User Security Policies and CMPA Information Security Classification Quick Reference Guide, to prevent inadvertent disclosure, use, copying, transfer or destruction of any confidential information. For example, Councillors are required to follow information handling procedures pertaining to security marking, transmission, access and disclosure, storage and destruction of CMPA documents, among other precautions.

(iii) The Councillor shall use best efforts to follow all security and privacy policies of the CMPA.

C. Similarly, Councillors may never disclose or use confidential information gained by virtue of their association with the CMPA for personal gain or to benefit friends, relatives or associates.

D. The CMPA will provide guidance with respect to what is considered confidential information. Councillors are advised to seek guidance from the CMPA with respect to what is considered confidential.

VI. INVESTMENT ACTIVITY

Councillors may not, either directly or through relatives or associates, acquire or dispose of any interest, including publicly traded shares, in any company while having undisclosed confidential information obtained in the course of work at the CMPA which could reasonably affect the value of such securities.

VII. OUTSIDE EMPLOYMENT OR ASSOCIATION

No CMPA Councillor may accept a position with a competitor or any organization that could foreseeably lead to or be seen to be a conflict of interest or situation prejudicial to CMPA interests.

VIII. NON-PROFIT AND PROFESSIONAL ASSOCIATIONS

A. The CMPA supports its Councillors who contribute to their communities through involvement with charitable, community service and professional organizations. However, Councillors should only use CMPA time or resources for such activities with the prior agreement of the President or the Executive Director.

B. From time to time, individual Councillors reach positions of leadership in non-profit associations where they may be viewed as spokespersons for those groups. In such situations, the individuals should ensure they are
seen as speaking for their organization or as individuals, and not as Councillors or spokespersons of the CMPA.

IX. ENTERTAINMENT, GIFTS AND FAVOURS

A. It is essential to efficient business practices that all those who associate with the CMPA, as suppliers, contractors or members, have access to the CMPA on equal terms.

B. Councillors and members of their immediate families should not accept entertainment, gifts or favours that create or appear to create a favoured position for doing business with the CMPA. Any firm offering such inducement shall be asked to cease; a sustained business relationship will be conditional on compliance with this Code.

C. Similarly, no Councillor may offer or solicit gifts or favours in order to secure preferential treatment for themselves or the CMPA.

D. A Councillor may accept modest discounts on a personal purchase of a supplier’s or customer’s products only if such discounts do not affect the CMPA’s purchase or selling price and are generally offered to others having a similar business relationship with the supplier or customer.

E. Under no circumstances may Councillors offer or receive cash, preferred loans, securities, or secret commissions in exchange for preferential treatment. Any Councillor experiencing or witnessing such an offer must report the incident to management immediately.

F. Gifts and entertainment may only be accepted or offered by a Councillor in the normal exchanges common to established business relationships. A Councillor should use reasonable and prudent judgment prior to accepting or making an offer of gifts and entertainment. An exchange of such gifts shall create no sense of obligation.

G. Inappropriate gifts received by a Councillor should be returned to the donor and may be accompanied by a copy of this Code.

H. Full and immediate disclosure to the President or the Executive Director of borderline cases will always be taken as good faith compliance with this Code.

X. USE OF CMPA PROPERTY

A. CMPA assets must not be misappropriated for personal use.

B. Councillors are entrusted with the care, management and cost-effective use of CMPA property and should not make significant use of these resources for their own personal benefit or purposes. Clarification on this issue should be sought from the Executive Director or the President.

C. Councillors should ensure all CMPA property assigned to them is maintained in good condition and should be able to account for such property.
D. Councillors may not dispose of CMPA property except in accordance with the guidelines established by the CMPA.

XI. POLITICAL PARTICIPATION

Prior to seeking nomination and election to political office, a Councillor should disclose and seek guidance from the President on the matter. For example, a nomination to run for a provincial or federal office may require resignation from Council prior to or upon election, whereas nomination and election to other levels of office such as a municipality or school board may not pose a conflict.

Councillors engaging in the political process must take care to separate their personal activities from their association with the CMPA.

XII. RESPONSIBILITY

A. The CMPA is determined to behave, and to be perceived, as an ethical organization.

B. Each Councillor must adhere to the standards described in this Code of Conduct, and to the standards set out in applicable policies, guidelines or legislation.

C. Integrity, honesty, and trust are essential elements of our business success. Any Councillor who knows or suspects a breach of this Code of Conduct and Conflict of Interest Guidelines has a responsibility to report it to the Executive Director or the President.

D. To demonstrate determination and commitment, the CMPA requires each Councillor to review and sign the Code annually. The willingness and ability to sign the Code is a requirement of all Councillors.

E. Each Councillor must participate in a Councillor evaluation process, which will involve both peer and self-evaluation at the mid-point of a Councillor’s three year term. The information obtained from the evaluation process will be used to provide constructive feedback to the Councillor and to assist the Nominating Committee in fulfilling its mandate to prepare a slate of nominees for election and re-election. Participation in this evaluation process is a condition of service as a CMPA Councillor.

XIII. BREACH OF CODE

A member of Council found to have breached his / her fiduciary duty by violating the Code of Conduct will be liable to censure or removal in accordance with Appendix A.
XIV. WHERE TO SEEK CLARIFICATION

The President, Executive Director or General Counsel will provide guidance on any item in this Code of Conduct and Conflict of Interest Guidelines. A Councillor may then be directed to the sources of information, including relevant policy, or be referred to the appropriate authority.

XV. ADHERENCE TO CODE OF CONDUCT AND CONFLICT OF INTEREST GUIDELINES

Upon election and on an annual basis, members of Council are required to sign the Councillor Acknowledgement Form, acknowledging and agreeing to comply with the Code of Conduct and Conflict of Interest Guidelines for Councillors.

At the conclusion of tenure, members of Council are required to sign the Councillor Attestation Form, confirming the appropriate disposition of all CMPA information in paper and electronic formats, and agreeing to protect CMPA’s confidential information from disclosure.
2018 CURRICULUM VITAE TEMPLATE

INSTRUCTIONS
1. The following template must be submitted to the CMPA in Word format.
2. Indicate whether you are submitting this template as a requirement:
   □ To be considered for nomination by the CMPA Nominating Committee, you are required to submit
documentation by October 19th, 2017; OR
   □ To be included as a candidate in the 2018 CMPA Council election, you are required to submit
documentation by February 14th, 2018.
3. List professional designations using the following preferred order: bestowed by the crown, highest earned
degree, licensure, provincial/state designations or requirements, national certifications, awards and honours,
other distinctions.

<table>
<thead>
<tr>
<th>AREA (see below)1:</th>
<th>DIVISION (see below)2:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CURRENT CMPA TYPE OF WORK:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name: Last</th>
<th>First and initials</th>
<th>Professional designations</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Address: Street</th>
<th>City/Town</th>
<th>Province and postal code</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Telephone</th>
<th>For general use</th>
<th>For restricted use</th>
<th>Email address(es)</th>
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<td>Work:</td>
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<td>Private line:</td>
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<td>Hospital:</td>
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<td>Cell:</td>
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<td>Home:</td>
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<tr>
<th>Type of Practice</th>
<th>Education (Graduated from what university or teaching hospital)</th>
<th>Year</th>
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1 GEOGRAPHICAL AREAS:
1 British Columbia and Yukon 2 Alberta 3 Saskatchewan, Northwest Territories, and Nunavut 4 Manitoba
5 Ontario 6 Québec 7 New Brunswick 8 Nova Scotia 9 Prince Edward Island 10 Newfoundland and Labrador

2 DIVISIONS
Division A — Certification from CFPC, or CMQ (Specialists in Family Medicine), or physicians without CFPC or RCPSC certification
Division B — Specialist certification from RCPSC or CMQ, not including specialists in Family Medicine
<table>
<thead>
<tr>
<th>Years of active practice:</th>
<th>Less than 10</th>
<th>10 to 20</th>
<th>More than 20</th>
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<tbody>
<tr>
<td>What percentage of your current professional work day is spent in clinical practice?</td>
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Provide a brief summary of your research experience, indicating what percentage of your current professional activities is in this area of work.

Provide a brief summary of your academic/teaching experience/appointments, indicating what percentage of your current professional activities is in this area of work.

<table>
<thead>
<tr>
<th>Governance, business or legal experience:</th>
<th>Significant experience</th>
<th>Limited experience</th>
<th>Little or no experience</th>
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<tr>
<td>How was the experience gained? Include not-for-profit organizations and non-medical appointments.</td>
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<th>Financial and/or investment experience:</th>
<th>Significant experience</th>
<th>Limited experience</th>
<th>Little or no experience</th>
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<tr>
<td>How was the experience gained? Include not-for-profit organizations and non-medical appointments.</td>
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<tr>
<th>Technology — level of comfort using computers and software applications:</th>
<th>High (fully conversant)</th>
<th>Medium (OK with basics)</th>
<th>Low (no experience)</th>
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</table>

| Time Commitment — assuming a “normal” time commitment of 17 days (one annual meeting, eight Council days and approximately eight committee days), plus preparation and travel time, are there limitations on your availability? |
|------------------------------------------------------------------------|-------------|----------------------|----------------------|
| Yes                      | No           |
POTENTIAL CONFLICTS OF INTEREST

<table>
<thead>
<tr>
<th>From/Since</th>
<th>To</th>
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<tr>
<td>List any current or recent appointment(s) or activities that may result in a potential conflict of interest if serving on the CMPA Council (current Councillors may reference Tab 11 of the CMPA Governance Manual, Code of Conduct and Conflict of Interest Guidelines for Councillors, and interested candidates may reference Appendix C of the Candidate Information Guide). If required, you are encouraged to seek clarification from the CMPA prior to submission.</td>
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<tr>
<td>If an election is required, are you willing to be contacted by member(s) of the CMPA during the election period? If so, please provide the applicable contact information.</td>
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<td>Yes</td>
<td>No</td>
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REFERENCES (not to be completed by current Councillors or candidates nominated by CMPA members)

Provide three names of references, at least one of which should be from a non-clinical colleague who may, but does not need to be, a physician. The provision of the references will serve as authorization for a member of the Nominating Committee to contact a reference if required. A reference call would only occur if you are the primary candidate for nomination. Please include the name and contact information for each reference.

1. |
2. |
3. |
YOUR CANDIDATE PROFILE

DISCLAIMER NOTICE:
The CMPA does not edit or make changes to the information you provide in this template. Candidates own the content and are solely responsible for the spelling and accuracy of the information provided.

The CMPA uses this portion of the curriculum vitae (CV) template to develop a candidate profile (of maximum 50 lines in length), subject to your final approval prior to its release.

Your candidate profile becomes part of the Report of the Nominating Committee that is released to the membership through the CMPA website, is used in the online election platform and is posted on the CMPA website during the election period. The CMPA will translate your candidate profile.

When listing practice and professional appointments, use the full name of the organization (e.g. not only the acronym).

### PRACTICE APPOINTMENTS
List what you consider to be your most significant practice appointments in the order of most recent to later.

<table>
<thead>
<tr>
<th>Hospital/Clinic/Institute</th>
<th>Appointment/Position</th>
<th>From/Since</th>
<th>To</th>
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### OTHER PRACTICE APPOINTMENTS
List what you consider to be your noteworthy but less significant practice appointments in the order of most recent to later.

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<tr>
<th>Hospital/Clinic/Institute</th>
<th>Appointment/Position</th>
<th>From/Since</th>
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### PROFESSIONAL APPOINTMENTS
List what you consider to be your most significant professional appointments in the order of most recent to later.

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<thead>
<tr>
<th>Association/Society/Group</th>
<th>Appointment/Position</th>
<th>From/Since</th>
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OTHER PROFESSIONAL APPOINTMENTS
List what you consider to be your **noteworthy but less significant** professional appointments in the order of most recent to later.

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<th>Association/Society/Group</th>
<th>Appointment/Position</th>
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CMPA APPOINTMENTS (TO BE COMPLETED BY CURRENT COUNCILLORS ONLY)
If you are a current CMPA Councillor, list the appointments you have held with the Association to date in the order of most recent to later.

<table>
<thead>
<tr>
<th>CMPA Committee Appointment/Position</th>
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2018 NOMINATION FORM
For election to CMPA Council

Any member of the Association may be nominated as a candidate for election to council by any group of no fewer than 10 members who reside in the same geographical area as the member they are nominating. Nominations must be received at the Association no later than February 14, 2018.

MEMBER NOMINATED

NAME: ________________________________  CMPA MEMBER #: __________________

ADDRESS: _______________________________________________________________________

_________________________________________________________________________________

CMPA TYPE OF WORK #: ______________

TELEPHONE: ___________________________  FAX: ________________________________  EMAIL: _______________________________________________________________________

GEOGRAPHICAL AREA*: _______________________________  DIVISION*: A  B  □

It is the Association’s objective to achieve a council that reflects a balance of family physicians and specialists, a range of medical specialties, appropriate diversity including, but not limited to gender, ethnicity, and race, and geographical balance within provinces.

Nominees are asked to consider how their experience in the following areas may contribute to the governance of the CMPA:

▪ Medical, clinical or safe medical care experience,
▪ Leadership in the medical profession,
▪ Influence beyond the medical community,
▪ Medical education or research experience,
▪ Governance, business or legal experience, and
▪ Financial or investment literacy.

I, ______________________________________ (NOMINEE’S SIGNATURE) if elected, consent to serve and undertake to sign the Councillor Acknowledgement Form regarding the Code of Conduct and Conflict of Interest Guidelines within 30 days of the 2018 CMPA Annual Meeting, and on an annual basis while serving on council.

Please return the completed form and supporting documentation to Executive Services and Governance, at the address or fax indicated below, or email elections@cmpa.org. Supporting documentation submitted by mail or fax should also be provided in electronic format through email.

*GEOGRAPHICAL AREAS

1 British Columbia and Yukon  2 Alberta  3 Saskatchewan, Northwest Territories, and Nunavut  4 Manitoba
5 Ontario  6 Québec  7 New Brunswick  8 Nova Scotia  9 Prince Edward Island  10 Newfoundland and Labrador

Division A — Certification from CFPC, or CMQ (Specialists in Family Medicine), or physicians without CFPC or RCPSC certification. Division B — Specialist certification from RCPSC or CMQ, not including specialists in Family Medicine.
NAMES AND SIGNATURES OF 10 CMPA MEMBERS IN SUPPORT OF THE NOMINATION

NAME (PLEASE PRINT)    SIGNATURE    CMPA MEMBER #

1. ______________________  ______________________  ______________________

2. ______________________  ______________________  ______________________

3. ______________________  ______________________  ______________________

4. ______________________  ______________________  ______________________

5. ______________________  ______________________  ______________________

6. ______________________  ______________________  ______________________

7. ______________________  ______________________  ______________________

8. ______________________  ______________________  ______________________

9. ______________________  ______________________  ______________________

10. ______________________  ______________________  ______________________

The council nomination and election process is governed by Article 4 of the CMPA By-law.