



Strategic Plan 2022 - 2026

Centre de Santé Saint-Thomas, Edmonton

A woman in traditional Indigenous regalia, including a feathered headdress, beaded necklace, and a skirt with red and white fringes, is captured in a dynamic dance pose. The background is a blurred indoor space with wooden floors and overhead lights. The image is overlaid with a teal text box on the left and decorative white concentric circles in the top left and bottom right corners.

Land Acknowledgment

CPSA acknowledges we are on traditional lands of First Nations and Métis people. Through our work, we strive to respect, honour and celebrate the histories, languages and cultures of First Nations, Métis, Inuit and all First Peoples of Canada.

CPSA was honoured to be invited to Siksika Nation in May 2022 to further strengthen the relationship among CPSA, Siksika Nation and Siksika Health Services, and to discuss the need to take action to disrupt Indigenous-specific racism in the healthcare system.

It was a day of culture sharing and developing a shared commitment to creating culturally safe care spaces and improving health outcomes for Indigenous peoples across our province.

Photo: Siksika Health Communications

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Message from the President

For over a century, CPSA's mandate has been to protect patients by guiding physicians in the provision of safe, high-quality care.

While our mandate has consistently remained focused on protecting Albertans as they seek care from their physicians, the world has evolved entirely within the last century—and even more so within the most recent decades and years. CPSA has a responsibility to adapt with and respond to the changing times and expectations placed on us as a regulator, which is why updating our strategic plan is essential to CPSA's success and viability.

CPSA's previous 10-year strategic plan was created in 2011 following consultation with thousands of physicians, partners and Albertans across the province. The plan was revised in 2016 and our vision, mission and values were updated by CPSA Council in May 2017. A lot has changed since then and, most notably, the COVID-19 pandemic put a spotlight on medical regulation that we haven't seen before. This presented a unique opportunity to take our learnings from this public health crisis, as well as other significant societal changes from the past few years, to shape and influence our modernized strategic plan in a way

that's meaningful to CPSA's team, our regulated members and the Albertans we're mandated to protect.

CPSA is a leader within Alberta's healthcare system, and I believe effective, strong leadership is vision-driven and looks toward the future. CPSA's 2022-2026 strategic plan will enhance our organization's already exemplary ability to guide the medical profession and protect patients in Alberta. We have a crucial role in our province, and a revitalized strategic plan will not only support CPSA's objectives within Alberta, but I believe it will go one step further and serve as an example for what modern medical regulation can aspire to be.

CPSA's 2022-2026 strategic plan is a collaborative effort led by Council with direction from our Strategic Planning Working Group (SPWG) and guidance from CPSA's Executive and Leadership teams. I'd like to sincerely thank everyone involved for carrying out this important work and making this vision a reality. I'm excited and honoured to share CPSA's 2022-2026 strategic plan, which will serve as 2022 Council's legacy, shaping CPSA for years to come.

Ms. Stacey Strilchuk
CPSA Council President





Message from the Registrar

I started in my role as CPSA's Registrar and CEO in 2017. During this time, I have undoubtedly witnessed significant changes to Alberta's healthcare system and the overall social landscape of our province.

Over the last several years, CPSA has placed emphasis on engaging and sharing information with our partners, supporting physicians who may be struggling to provide the best quality care to their patients and building the foundation for meaningful anti-racism and anti-discrimination work. I've been humbled by our governing Council's commitment to protecting Alberta's patients by guiding regulated members in the provision of safe, high-quality care, and I firmly believe CPSA's updated strategic plan aligns more closely with the work CPSA has already been carrying out and the overall values of our organization.

As we implement CPSA's 2022-2026 strategic plan, everyone on our team will play an important part in building and further aligning our business plans and key performance indicators to support this modernized direction. From our public-facing departments, such as Continuing Competence and Registration, to internal departments like People & Culture, all teams across CPSA will have the opportunity to shape these plans, ensuring our team members are invested in and have a clear understanding of how their work connects to our strategic plan and, ultimately, our mandate.

When every team member feels connected to their work, it puts CPSA in the best position to protect patients, guide Alberta's physicians and physician assistants and ensure we're living out our mission, vision and values.

These kinds of plans take a significant amount of time and effort to develop, and I'd like to thank our Council members for their leadership and dedication to quality patient care, CPSA's Strategic Planning Working Group (SPWG) for their forward-thinking ideas and execution in developing our new strategic plan, and my fellow team members who will now bring CPSA's modernized strategic plan to life.

I truly believe in leaving things in a better state than how we found them, and I am confident our new strategic plan is an integral part of achieving this over the next five years.

Dr. Scott McLeod
CEO & Registrar, CPSA

Message from the Strategic Plan Working Group

Modernizing an organization's strategic vision is no easy feat, especially when our organization is one that guides over 10,000 physicians in providing safe, high-quality care to approximately four million Albertans.

CPSA's mandate is to protect Alberta's patients through guiding the medical profession, ensuring patients feel safe, respected and cared for during times when many feel most vulnerable.

Suffice to say CPSA's work is of the utmost importance and getting our strategic plan right is crucial to making sure all Albertans receive high-quality and equitable care from our regulated members.

Chairing CPSA's SPWG to spearhead the 2022-2026 strategic plan has been one of the many great privileges of my tenure on CPSA Council, and it's been an honour to help lead this instrumental work. In our approach to our big-picture thinking as we developed a modernized strategic plan, we kept our focus on envisioning the future environment in which we'll operate. Our process began with an environmental scan of research CPSA had recently conducted as well as seeking input from regulated members, Albertans, our partners and government. We ultimately entrusted a third-party consultant to support us in our work by challenging our thoughts and assumptions and making sure we stayed focused on answering three key questions: "who do we want to be," "what do we do," and "why do we do it?"

Throughout planning and development, it was important for CPSA Council to be invested and involved to ensure Councillors not only embrace the plan, but fully understand and endorse the direction we're headed.

Our process was collaborative, drawing upon the knowledge and experience of a diverse group of CPSA Councillors to establish five key strategic directions that inform and guide CPSA's regulatory functions. All strategic directions and objectives are aligned with CPSA's values and, because of that, I believe this strategic plan will serve CPSA well over the next five years.

My hope is this new strategic plan will allow CPSA to focus on improving and supporting the health, wellness and capabilities of regulated members so they can be the best they can be, ultimately leading to better care for all Albertans.

Ms. Levonne Louie
on behalf of the Strategic Planning Working Group



Introduction

The College of Physicians & Surgeons of Alberta (CPSA) is an organization steeped in history. For decades, CPSA has supported the “highest quality medical care for Albertans through regulatory excellence”. Nearing the end of a ten-year strategic plan cycle, CPSA embarked on a process to renew and refresh our strategy for the five-year period of 2022-2026.

In the operating environment of today’s health sector, there are increasingly high expectations on CPSA to meet the diverse needs of those it serves, the community it operates within, its partners, staff members, the healthcare community and the government. A greater emphasis is being placed on doing things differently and better than ever before, with the even greater challenge of meeting these demands while addressing competing priorities.

It is within this context that CPSA undertook a planning process to consider strategic options for our future. We understood the results of this initiative must be valid and defensible, to a broad and diverse group of our partners. *Focused, actionable strategies would be a critical determinant of success.* CPSA believes the acknowledgement that this is not simply an “event” that occurs once, but rather a commitment to an ongoing process, to help decision-makers better understand the environment, how it impacts CPSA partners, and how it is influenced or impacted by both internal and external factors, is critical to this planning effort. We believe thinking of the planning process in this way allows for the collection and analysis of data and information required for meaningful decision-making.

“As a group we had different perspectives and backgrounds and though we didn’t always agree, we all wanted a plan that was visionary, aspirational and focused on aiming for high quality, safe and compassionate care for all Albertans.”

– L. McFarlane, SPWG


Trends and Innovations in Canadian Health Care

From health reform and escalating costs, to consumer expectations and technology advances, health care in Canada is undergoing rapid transformation. The entire health continuum—providers, governments, public health organizations, agencies, patients, and regulators—are learning to adapt to this evolving environment and looking for new solutions.

CPSA's plan must be guided by and responsive to these evolutions, which are occurring faster than ever before.

Evolutions in the health sector of relevance to CPSA and our five-year strategy include:

- 1. The prevalence of inter-professional service delivery models.** Gone are the days when services were provided by healthcare providers in isolation of one another. Collaborative and integrated professional and para-professional care models are the new norm.
- 2. Increased information-sharing amongst providers.** With the movement toward inter-professional care comes a need for increased information-sharing across these providers.
- 3. Health analytics and artificial intelligence.** To reach the next level of quality and innovation in care delivery, practitioners require a comprehensive set of facts around healthcare delivery, including compliance with treatment protocols and measurement of system performance and health outcomes. Canada's growing network of electronic health records lays the groundwork for this next-level approach with advanced analytics. Point-of-care diagnostics and artificial intelligence applications are being increasingly introduced, resulting in shifts in everything from standards of practice to consumer expectation to funding.
- 4. Consumerism and person-centred care.** Consumerism is pushing the need for care that is increasingly personal and innovative, allowing for consumer choice. Patients are using the Internet and social networking tools to connect with one another and share information about their health and healthcare experiences. Moving beyond initial trends of connecting and information sharing, the next wave of opportunity will be around patients managing and "curating" healthcare information.
- 5. Quality of care and patient safety.** In Canada, patient safety incidents have become the third leading cause of death after cancer and heart disease. This continued rate and scale of harm is considered unacceptable by most and increasingly, Canadians expect the safest care in the world.
- 6. Cost containment.** Mounting pressure on governments and providers to contain costs and increase alternative sources of revenue while maintaining access to services is expected to continue influencing health services delivery. Realities such as aging populations, continued advances in expensive diagnostic tools and skyrocketing drug costs (to name a few) will challenge health policy makers and service providers.

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- 7. Funding model changes.** Many jurisdictions across Canada are experimenting with changes to funding models to drive integration and better alignment with population needs and service use, impacting clinicians' practise and the way facilities and programs are funded.
 - 8. Transitions in care.** The movement of patients through care settings (which most recently includes virtual environments) and the need to ensure patients receive care in the most appropriate settings is influencing everything from facility design and location, to healthcare provider education. There is a push to deliver more services within the home and virtually for patients whose diagnoses or care needs meet certain eligibility requirements, to control healthcare costs and provide quality, effective care.
 - 9. Anti-Racism Anti-Discrimination.** Racial justice and equity affect individuals, communities, workplaces and institutions. The health system must acknowledge the continued existence of racist and discriminatory practices and policies in health care that lead to diminished quality of care and poor outcomes for patients. Health professionals have a leadership and frontline responsibility to protect the public by adopting anti-racist and anti-discriminatory

practices, and integrating anti-racism and anti-discrimination into the culture of the profession.

- 10. Truth and Reconciliation.** In 2015, the Truth and Reconciliation Commission (TRC) delivered on its mandate, which included sharing the truth about what happened in residential schools¹ with all Canadians. The TRC delivered a multi-volume report which made 94 Calls to Action to further reconciliation, of which seven are directed to the health field, and many more that require cross-disciplinary attention and action. Health organizations have a responsibility to acknowledge the harms caused by the residential school system, to take action to stop systemic racism and harm, and to do this by building authentic relationships with Indigenous peoples and communities.

¹ Truth and Reconciliation Commission of Canada - NCTR; <https://nctr.ca/about/history-of-the-trc/truth-and-reconciliation-commission-of-canada/>

It was refreshing to work in a diverse group of individuals who were always open to questions and be questioned about the work, processes and intent, and change their opinions instead of digging in their heels, to get a product that met the mandate of CPSA.

– D. Fung, SPWG

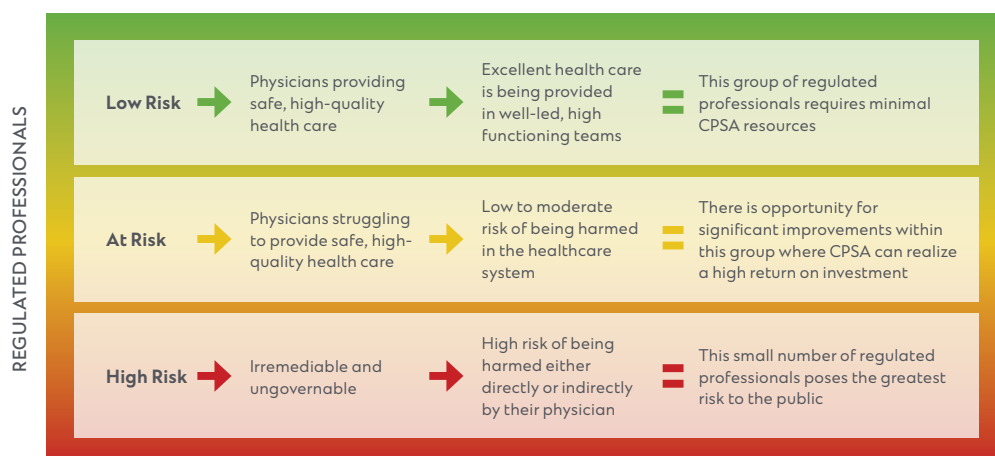
CPSA's Strategy: The Process

CPSA believes our organizational effectiveness depends on having a solid management tool (or strategy) to provide a roadmap for leaders. This management tool would be the result of an integrated planning process based on visionary and directional thinking, and the development of strategic actions that, once implemented by the organization, would lead to the achievement of consistent and planned results. We worked diligently to ensure that:

- Key partners provided input throughout the process,
- People's ideas and wisdom were heard and considered important,
- The planning process was thorough, ensuring well-thought-out results and buy-in from our partners,
- The results are measurable, realistic and can be easily implemented,
- The final strategy is useful to the organization as a 'blueprint' for decision making, and
- The strategy is linked to short-term planning and guides the day-to-day operations and initiatives of CPSA.

Developing an aspirational, yet realistic plan was the balance we strived to attain, and CPSA's five-year strategic plan is intended to achieve that.

Focusing on shifting high-risk and at-risk regulated professionals to the low-risk category guided our discussions and ultimately, informed development of our five-year strategic plan.



Please note box size does not represent percentage of physicians in each category.



Led by the SPWG, we used an integrated planning process to develop our strategy. The SPWG was guided by our Strategic Plan Cycle (Figure 2) and employed a Strategic Planning Framework (Figure 3).

Figure 2: Strategic Plan Cycle

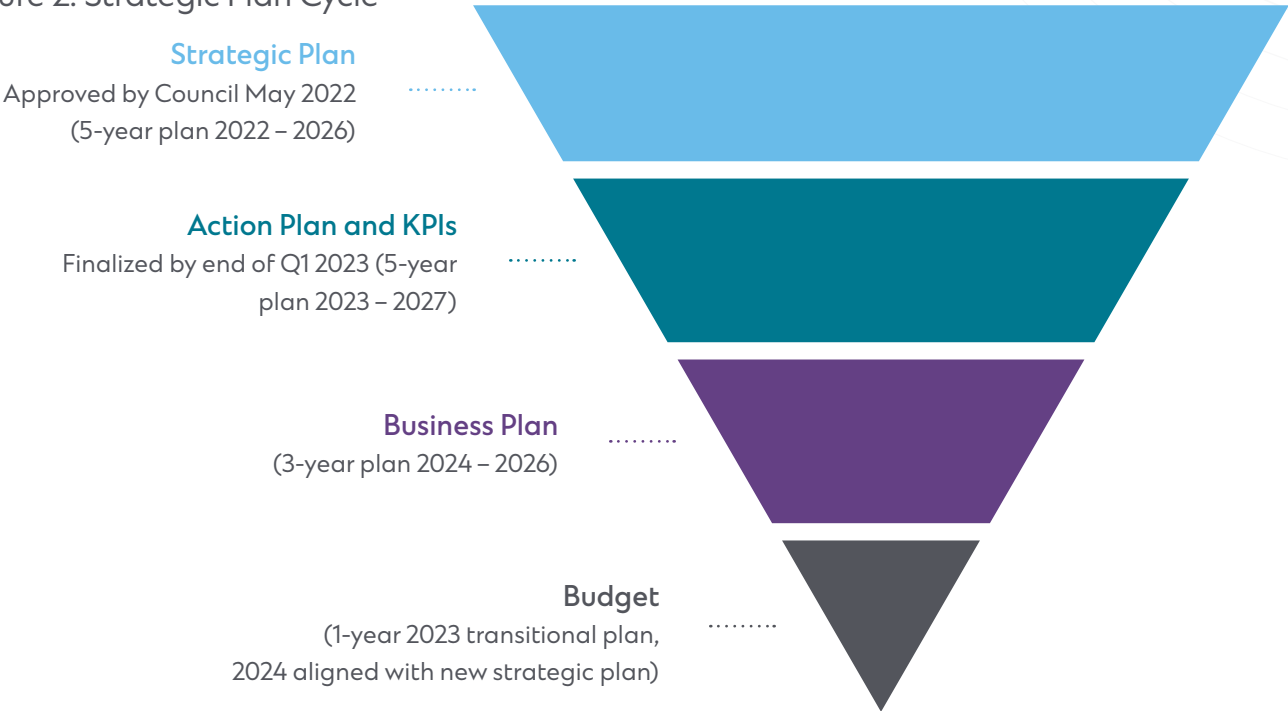
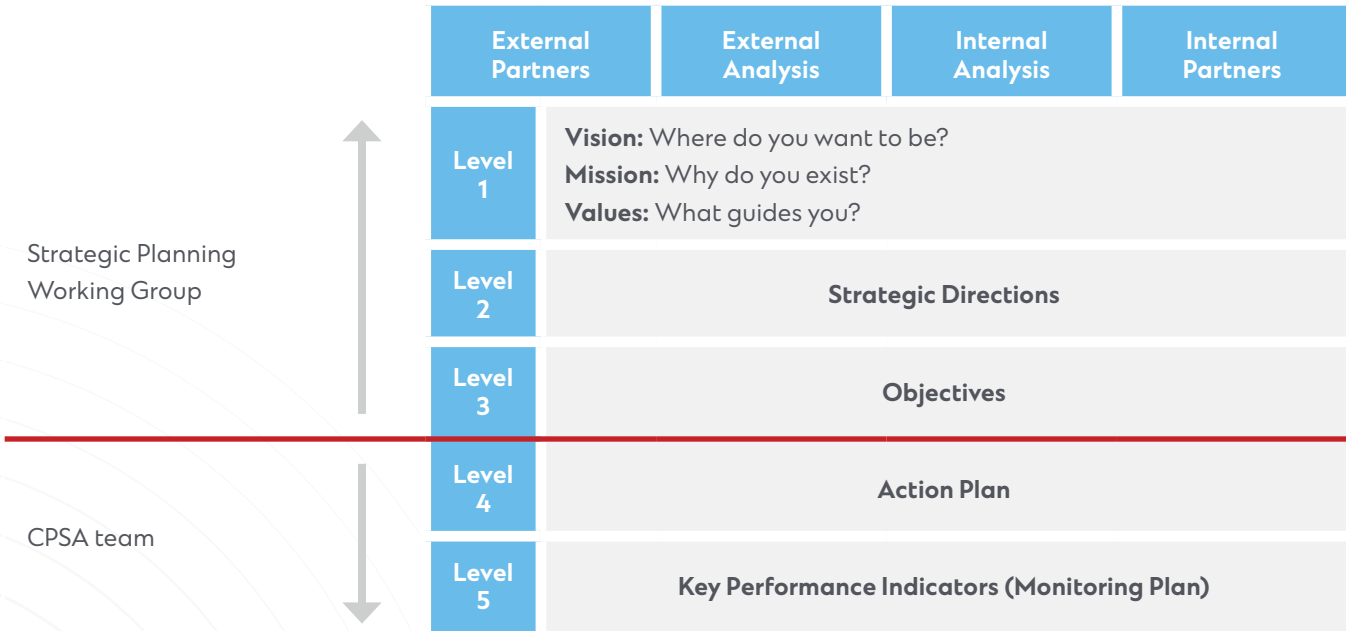


Figure 3: Strategic Plan Framework



The SPWG’s work focused on developing the elements of the strategic plan identified as levels 1, 2 and 3, with a plan for levels 4 and 5 to be developed by the CPSA team using a structured planning process.



CPSA's Strategy

The SPWG took on the work of building on elements of our existing plan: updating some, changing others and developing completely new strategies in some instances. We believe the result is a vibrant plan, relevant to CPSA's current and anticipated future operating environment, and will continue to serve and protect all Albertans, contributing to their health and wellness by supporting and guiding regulated members (together with healthcare partners and patients) to proudly provide safe, high-quality care.

Our Vision

A Vision statement presents an image in words of what success will look like.

Professional, ethical and competent regulated members,
providing the highest quality care for all Albertans.

Our Mission

A Mission statement summarizes the what, how and why of CPSA's work and in essence, captures how CPSA will move towards our Vision.

To serve and protect all Albertans, contributing to their
health and wellness by supporting and guiding regulated
members to proudly provide safe, high-quality care,
together with healthcare partners and patients.

The multiple points developed beneath the strategic direction of Highest Quality, Compassionate and Ethical Care will have a significant impact on Albertans.”

– R. Buckley, SPWG



Our Values

Values are guiding principles that never change. They are deeply held convictions, priorities and underlying assumptions that influence an organization's attitudes and behaviors. Our organization's core values and mission statement are part of our strategic foundation: the beliefs and purpose we are truly committed to.

We do the right thing

We act responsibly, respectfully and with integrity, aspiring to be fair and reasonable. We acknowledge our mistakes as well as our successes, and strive to do what's right in service to the public.

We make informed decisions

Our decisions are based on evidence, knowledge, experience and best practice. We plan, measure outcomes and apply what we learn.

We empower people

We believe people perform best when they see the Vision, set their own goals, have the resources they need and aspire to excellence and personal growth.

We collaborate


We invite others to contribute to achieving our goals and value their time and expertise. We share what we know generously within our legislated limits and seek opportunities to collaborate externally in areas of mutual interest.

We are innovators

We think ahead to create opportunity. We set the bar high and value creativity in exploring new and better ways of doing our work.

We enjoy and find meaning in our work

We care about what we do and give our best. While our work is serious, we enjoy camaraderie with our coworkers and take time to celebrate each other's milestones and achievements.





Our Strategic Directions

Strategic Directions are outcome or end statements that guide our services/programs, governance, operations and functions. They define what we are trying to accomplish.

CPSA identified five strategic directions (Figure 5) we believe will help us respond to Canada's and Alberta's evolving health and professional regulatory systems. Whether it's ensuring our members provide the highest quality, compassionate and ethical care, working more diligently with our numerous partners, creating opportunities through the application of innovative practice, authentically engaging with our Indigenous connections, or working towards becoming an anti-racist and anti-discrimination organization, we will unwaveringly move towards these critical outcomes over the next five years.

Figure 5: Strategic Directions



Our Objectives

Highest Quality, Compassionate and Ethical Care

Towards increasing the provisions of excellent regulated member care for all Albertans.

Continuing Competence

- Increase the quality and safety of care provided by Alberta regulated members during the continuum of their career.
- Promote quality improvement, with all Alberta regulated members involved in lifelong learning and evidence-based medicine that positively impacts patient outcomes.
- Increase efforts to proactively identify high-risk regulated members, to help their development.
- Increase the number of regulated members who use clinical-appropriateness guidelines.
- Improve CPSA's ability to assess competency in a team-based, multi-disciplinary environment.
- Enhance competencies for regulated members in their non-medical expert roles.

Physician Health Monitoring

- Enhance our ability to identify regulated member health factors and their impact on patient care.
- Decrease the impact on quality of care that stems from the health and wellness issues experienced by regulated members.

Registration

- Improve the responsiveness of the registration and assessment process, to meet the changing health care needs of Albertans.

Professional Conduct

- Enhance the accessibility, efficiency, effectiveness, timeliness, transparency and fairness of the complaints process.
- Support regulated members and their professions to learn from the complaints process and as a result, improve the care provided in the future.
- Enhance learning from complaints data, to improve CPSA's complaints process.

Accreditation

- Leverage the accreditation regulatory authority to improve patient outcomes.

Enhance Patient/Family Partnered Care and Shared Accountability

- Improve engagement with patients and families, incorporating their input into CPSA policies and processes.

Authentic Indigenous Connections

Towards substantive and authentic connections and relationships that help us provide quality care in partnership with Indigenous peoples.

- Authentically engage with and listen to Indigenous peoples, incorporating their wisdom into our work and processes.
- Acknowledge the historical health inequities that have and are experienced by Indigenous peoples and use our legislated mandate to reduce these inequities, improving the quality of care provided by our regulated members.
- Commit to actively addressing the recommendations from the TRC that relate to healthcare and CPSA's role.

Enhanced Partnerships

Towards informed, engaged partners who help us provide quality care to Albertans.

- Strengthen partnerships with provincial, national and international regulatory organizations, to improve the consistency and quality of regulatory standards at all levels.
- Strengthen partnerships with our provincial, national and international health system organization partners, to expand research efforts and improve health system performance and patient outcomes.
- Maintain membership and active leadership with the Federation of Medical Regulatory Authorities of Canada (FMRAC).
- Enhance CPSA's consultative framework to authentically engage with regulated members, government, healthcare partners and Albertans on such things as standards of practice, policy development and advice documents (to the profession and Albertans).
- Achieve and maintain a non-partisan, professional relationship with government, to influence health policy and improve health outcomes.
- Strengthen partnerships to proactively recognize and support the health and wellness of regulated members as a core component of providing safe, high-quality healthcare.

Anti-Racism and Anti-Discrimination

Towards becoming an anti-racism and anti-discrimination organization.

- CPSA will become an anti-racism and anti-discriminatory organization, in part by developing specific initiatives to address these issues.
- CPSA will integrate equity, diversity and inclusion principles into all we do, and develop specific initiatives and actions that address our equity, diversity and inclusion opportunities.

Proactive and Innovative Approaches

Towards being recognized as a leader and innovator in self-regulated professions, who always strive for excellence.

- Build on CPSA's reputation as a creative, proactive and innovative organization by developing, sharing and promoting innovative approaches to self-regulation, involving CPSA partners, Albertans, and regulated members.
- Use research and knowledge translation to enhance CPSA's regulatory work.
- Support new approaches to medicine and health system improvement, including embracing learning opportunities that come from unsuccessful initiatives.

Vision

Professional, ethical and competent physicians providing the highest quality care for all Albertans.

Mission

To serve and protect all Albertans, contributing to their health and wellness by supporting and guiding physicians to proudly provide high quality care together with healthcare partners and patients.

Values

- We do the right thing
- We make informed decisions
- We empower people
- We collaborate
- We are innovators
- We enjoy and find meaning in our work



CPSA Characteristics



Approachable



Collaborative



Consistent



Informed



Thorough



Transparent



MacEwan University Health Centre, Edmonton



cpsa

COLLEGE OF PHYSICIANS
& SURGEONS OF ALBERTA

cpsa.ca