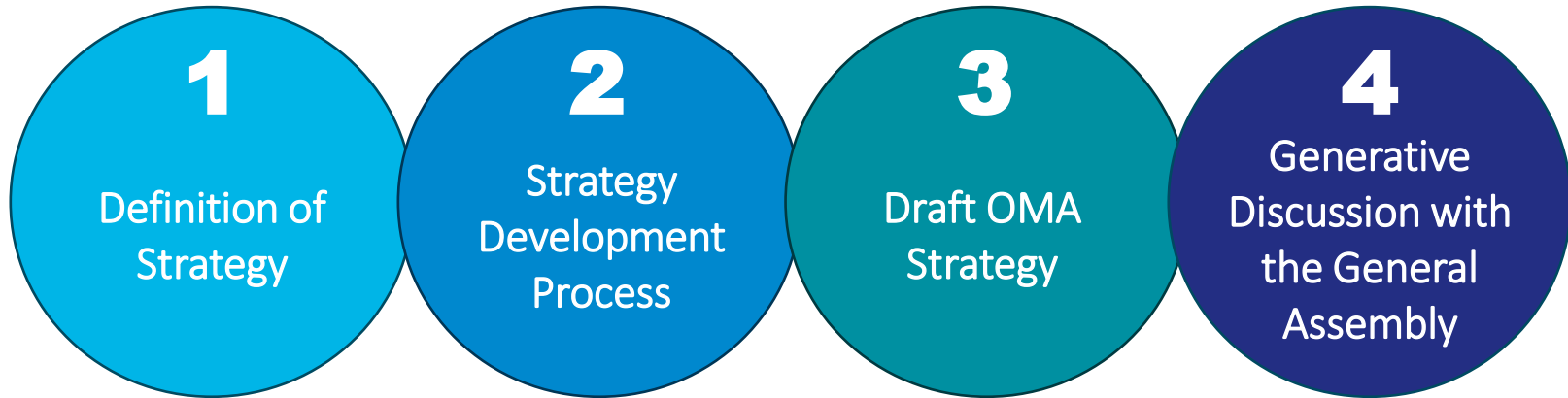


# Draft OMA Strategy

Aligning on our  
Strategic Directions

November 2023

# Our time today



1

Definition of  
Strategy

# What is Strategy?

# What is strategy?



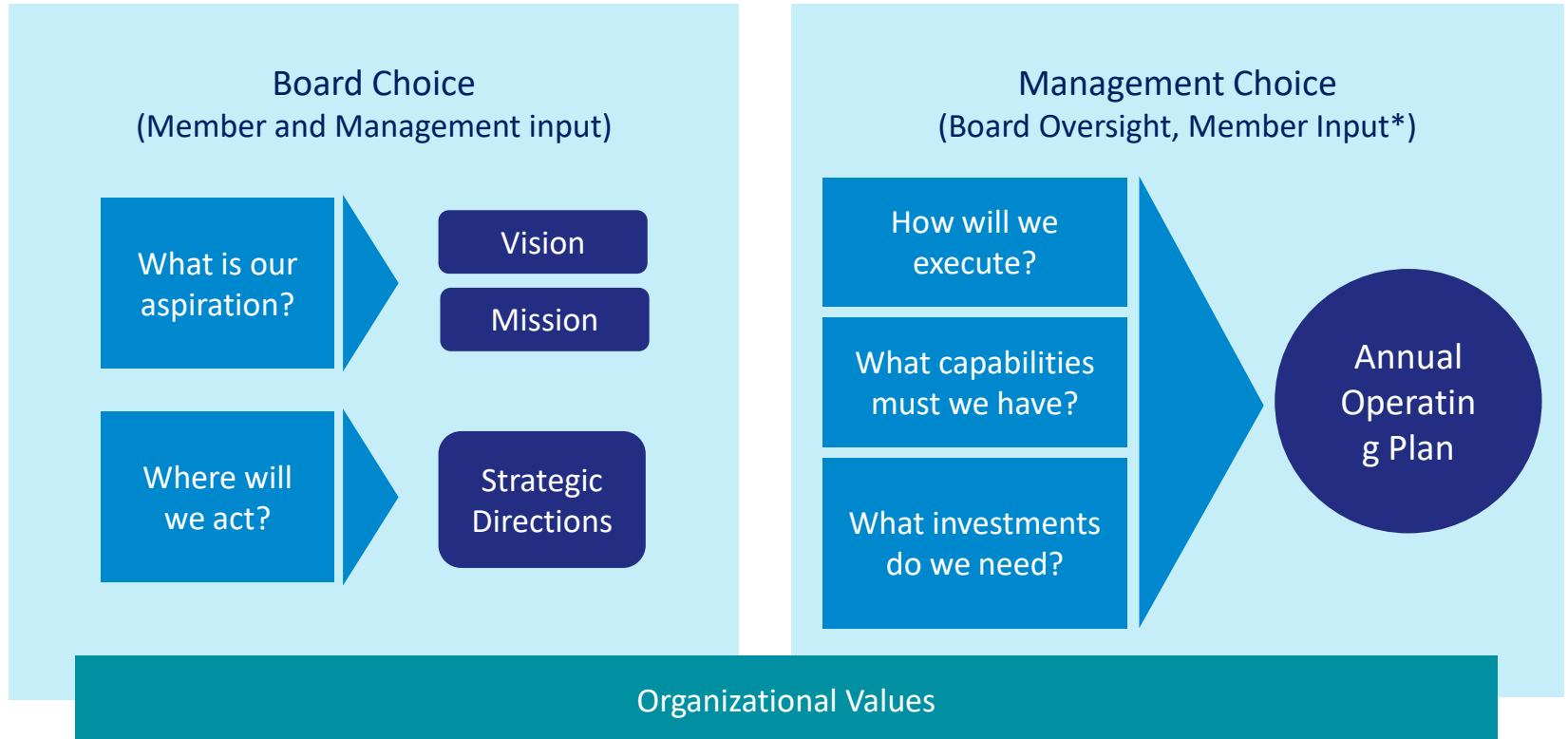
Strategy is **choice**. Strategy is not a long planning document; it is a **set of interrelated and powerful choices** that positions the organization to win.

- Roger L. Martin

<https://rogerlmartin.com/thought-pillars/strategy>



# Strategy Development: 5 Key Questions



Adapted from *Playing to Win* by A.G. Lafley, Roger L. Martin, and Jennifer Riel

\* As necessary/applicable



**2**

Strategy  
Development  
Process

Focusing our strategic  
direction

# Timeline



Since July

**D.**

April - June

- Partnered with Deloitte to reflect on the current environment, healthcare trends, member priorities to develop our initial strategic directions



January – March

- Engaged in competitive process to select preferred vendor

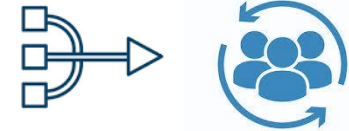
Express & Assess

- Stakeholder consultations
- Board & Exec Team Workshops
- P&LG Engagement – May 2023
- Over 150 members with direct input into process

Align & Refine

Detail and Act

- Refined the initial strategic directions to receive Board endorsement in early August, develop communication plans and re-engage key stakeholders



Refine and Continue to Engage Members

**3**

Draft OMA  
Strategy

## Our strategic framework



# Key Assumptions



## POLITICAL

- Political stability at provincial level until 2026



## ENVIRONMENTAL

- Continuing changes in scope of practice for nursing and allied health professionals
- COVID trends remain stable



## SOCIAL

- Burnout and health human resource shortages will remain a priority for our members
- Physician-patient interactions will migrate from routine to complex
- Enhanced focus on preventative care



## TECHNOLOGICAL

- Increasing automation in patient care



## LEGAL

- Negotiated or arbitrated PSA in 2024 that delivers on the mandate



## ECONOMIC

- Post-COVID economic recovery continues

# Summary of the OMA's Strategic Directions

This visualization articulates the core strategic directions of the organization. Further detail on each priority area (members, system, and OMA) are included on subsequent pages.



# Where we will act: Our Members

Represent and advocate for competitive remuneration, working conditions and well-being.

## How we will execute:

- **Advocate for the interests of physicians:** As representatives for Ontario's physicians, work with government and other stakeholders to ensure that physicians get sustainable, competitive compensation, have resourced working conditions and are able to provide quality care to patients, both through the formal and ongoing negotiations process
- **Support physician practice transformation:** Provide resources and guidance to transform physicians' practice through technological solutions and partnerships that improve patient outcomes and reduce administrative burden
- **Promote physician health and well-being:** Increase access to wellness resources, such as mental health, and provide training/education/products on physician well-being both health and financial

# Where we will act: Our System

Amplify the voice and expertise of members to accelerate system changes, promote collaboration and enhance patient care

## How we will execute:

- **Be the trusted voice for the future of health:** Elevate and amplify physician and staff expertise to provide perspectives and action-oriented solutions that address disruptive health trends, next generation issues, and emerging policies impacting health care (e.g., AI, new models of care, future of HHR)
- **Convene stakeholders to improve health care:** Work with stakeholders, including government, hospitals, and other health-care organizations, to build trusted, bilateral relationships, drive evidence-based innovation, and improve health-care delivery
- **Advocate for health-system solutions:** Prioritize solutions aligned with the *Prescription for Ontario* that address current health workforce challenges, and equitable, evidence-based, patient-centered delivery of care

# Where we will act: Our Organization

- Empower our people to drive value and trust in every interaction with members
- Invest in growing influential physician leaders

## How we will execute:

- **Strengthen culture of trust and value:** Define our desired “OneOMA” culture and focus on strengthening trust. Empower and build relationships with leaders and leverage expertise across the organization. Develop, retain and empower staff to achieve a "OneOMA" culture
- **Deliver value through governance, physician leadership, and engagement:** Enhance governance structures including ESGD processes, to engage and develop physician leadership. Invest in leadership training programs, encouraging physician involvement in advocacy, and decision-making processes, and promoting physician participation in professional organizations. Collaborate and communicate with leaders across the OMA network
- **Enhance operational effectiveness and results-oriented execution:** Deliver on our strategy through disciplined execution, focus, performance measurement, agility and collaboration with our people and leaders

# 4

Generative  
Discussion with  
the General  
Assembly

## Aligning on our path forward



## In Scope Today:

- How we go forward communicating this to members (areas of emphasis, channels, tactics, etc.)
- Identification of gaps in organization's new strategic directions (to inform changes in future iteration)

## Not In Scope:

- Changing our strategic directions



20  
min

## What did you hear?

Discuss in your groups the OMA strategy and consider the following questions:

- Does the strategy resonate with you?
- Do you see any gaps in the strategic directions?
- How do you see this being shared with the membership?
- How do you see members wanting to be involved in acting upon the strategy?

NOTE:



- Nominate a scribe and a reporter in your respective groups
- Be prepared to report back to the larger group





- Does the strategy resonate with you?
- Do you see any gaps in the strategic directions?
- How do you see this being shared with the membership?
- How do you see members wanting to be involved in acting upon the strategy?

## Next Steps:

- Feedback themed and summary report generated to share back with all participants
- Summary report used to inform final approval of strategy (December) and communication plans

Thank-you!