



NEWFOUNDLAND AND LABRADOR
MEDICAL ASSOCIATION

Strategic Plan

WHO WE ARE

The Newfoundland and Labrador Medical Association (NLMA) is a not-for-profit member organization governed by elected physicians who represent the physicians of Newfoundland and Labrador, Canada.

OUR VISION

A healthy population and equitable access to excellent health care.

OUR MISSION

To represent and support a united medical profession and provide leadership in the provision of excellent health care in Newfoundland and Labrador.

OUR CORE FUNCTIONS

Voice: The NLMA is the voice of organized medicine in the province.

Representation: The Association represents the views of the physicians of the province with governments, the media and the general public. The NLMA represents the political, clinical and economic interests of the province's medical profession.

Advocacy: The NLMA advocates on behalf of all patients for a fair and equitable health care system in the province.

OUR VALUES

Excellence: We strive to be the best in everything we do for physicians and their patients, and we are committed to continuous learning and improvement.

Professionalism: We strive to unite physicians around the fundamental tenets of high quality standards, patient safety, professional autonomy, accountability, responsiveness and physician health and well-being.

Integrity: We uncompromisingly adhere to the highest ethical standards and honesty in representing our members and conducting our business.

Compassion: We foster an individual and corporate culture of caring for physicians, their patients and each other.

Cohesiveness: We strive to bring together diverse communities of interest in the pursuit of common goals.

Equity: We seek fairness and balance among physicians, physician groups, and with other health care stakeholders.

NLMA STRATEGIC PLAN

The Newfoundland and Labrador Medical Association has identified four strategic priorities to form the basis of its strategic plan. These strategic priorities focus on system sustainability, health promotion, physician leadership and professional practice, and physician resources. The NLMA believes the focus on these four priorities will allow the members of the Association to contribute meaningfully to the transformation of our health care system and support the continued well-being and health of individual patients, families, and communities.

STRATEGIC PRIORITY I: SUSTAINABILITY

Physicians must be socially accountable for the efficiency and effectiveness of the medical services they provide. Therefore, they must engage with health care decision makers in government, regional health authorities and other professions to help shape a sustainable system in the face of extraordinary financial, demographic and population health pressures. Physicians are well-positioned to lead and advocate for initiatives designed to transform and enhance the sustainability of publicly-funded health care in this province.

Goal

Advance the sustainability of the provincial health care system through effective involvement in health policy, health system design and innovation.

Objectives

1. Through co-governance, achieve full implementation of the Primary Health Care Renewal Program to bring about improvements in comprehensive family practice, practice management, and networks of family physicians at the regional level.
2. Through co-governance, achieve full implementation of the provincial EMR and advocate/negotiate EMR rollout for others, including salaried physicians and fee-for-service specialists.
3. Advocate for, and participate in, responsible and efficient use of health system resources, including laboratory tests, diagnostic investigations, clinical treatments and prescriptions.
4. Advocate for broader adoption of health technologies such as telemedicine, remote monitoring, e-Consult, e-Referral, e-Prescriptions through participation in strategic initiatives supporting system implementation.
5. Support the adoption/expansion of the co-governance model used in primary care and the electronic medical record program by/to other areas of the health care system.

**STRATEGIC PRIORITY II:
HEALTH PROMOTION**

The NLMA recognizes the value of health promotion and personal empowerment to contribute to well-being and healthy living. Long-term commitment to this strategic priority will not only improve quality of life for patients, it will promote health system sustainability.

Goal

Contribute to the health and well-being of the people and communities in our province through strategic health promotion and public health advocacy initiatives.

Objectives

1. Identify and advocate for healthy public policy, including the promotion of all aspects of healthy living.
2. Engage in health promotion initiatives that address the social determinants of health, food security, injury prevention, and a patient's responsibility in their own health care.

**STRATEGIC PRIORITY III:
PHYSICIAN LEADERSHIP &
PROFESSIONAL PRACTICE**

For physicians to participate effectively in strategies for sustainability and health promotion, and to maintain the confidence of the public as a trusted source of professional medical leadership, physicians must develop a full repertoire of leadership skills to ensure they practice with a consistently high degree of professionalism.

Goal

Develop and support physician leadership capacity and professionalism to enable participation and engagement at all levels of the health care system.

Objectives

1. Implement a physician leadership development strategy that expands NLMA capacity internally and in partnerships with other health stakeholders.
2. Develop and implement programs and activities to support professionalism as the fundamental basis for self-regulation and the trusted role that physicians play in society.
3. Review and seek opportunities for improving the influence of specialists in RHA decision-making and the communication between specialists and family physicians.

4. Review and seek opportunities to implement effective models of collaborative care and inter-disciplinary practice.

**STRATEGIC PRIORITY IV:
PHYSICIAN RESOURCES**

The NLMA serves the public interest as well as its members' interests when the terms and conditions of physician employment, compensation, support and benefits have the strength to attract and retain the right complement of physicians in the province.

Goal

To improve the environment for high quality and stable medical services by promoting best practices in the management of physician human resources.

Objectives

1. Maintain a competitive compensation and benefits regime in the province, as well as supportive services that address physician wellness.
2. Advocate for a role delineation framework for health facilities in the province that includes a physician human resources plan and a more effective recruitment and retention program.

3. Review and seek opportunities to retain new-to-practice physicians, as well as engage students and residents in the activities of the Association.



**NEWFOUNDLAND AND LABRADOR
MEDICAL ASSOCIATION**

164 MacDonald Drive
St. John's, NL, Canada
A1A 4B3

Telephone (709) 726-7424

Toll Free (800) 563-2003

Fax (709) 726-7525

Web www.nlma.nl.ca