



Newfoundland and Labrador Medical Association

Strategic Plan
2025 - 2027

WHO WE ARE

The Newfoundland and Labrador Medical Association (NLMA) is a member-based organization that serves as the collective voice for more than 2,000 physician members practising in hospitals, community clinics, long-term care facilities, and academic settings, as well as medical learners and those who have retired from the profession. As per the Province's Medical Act, 2021, NLMA membership is a mandatory requirement of medical licensure in Newfoundland and Labrador (NL).

The NLMA has played a pivotal role in shaping the province's health care landscape since its inception in 1924. From its earliest days, the NLMA has been at the forefront of advocating for the interests of both medical professionals and patients, contributing significantly to the improvement of health care delivery, medical education, and public health initiatives throughout NL.

This strategic plan is intended to build on our successes, capture new opportunities and ensure we are well-positioned to respond to challenges that lie ahead.

VISION

"A healthy physician workforce providing equitable access to quality care for all."

MISSION

"As the voice of Newfoundland and Labrador's physicians, we advocate for the well-being of our members and empower them as effective enablers of change in health care transformation. "



Dr. Stephen Major, NLMA President

VALUES AND GUIDING PRINCIPLES

WELL-BEING

We strive to create an environment that prioritizes and facilitates physician health and well-being.

EVOLVING

As an evolving organization, we embrace innovation for continuous improvement and excellent service to our members.

COMPASSION

We foster an individual and organizational culture of caring for physicians, patients, and each other.

ACCOUNTABILITY & TRANSPARENCY

We listen - to understand and to connect. We are genuine and candid in our interactions and hold ourselves accountable.

RESPECT

We treat everyone with dignity and value diverse experiences.

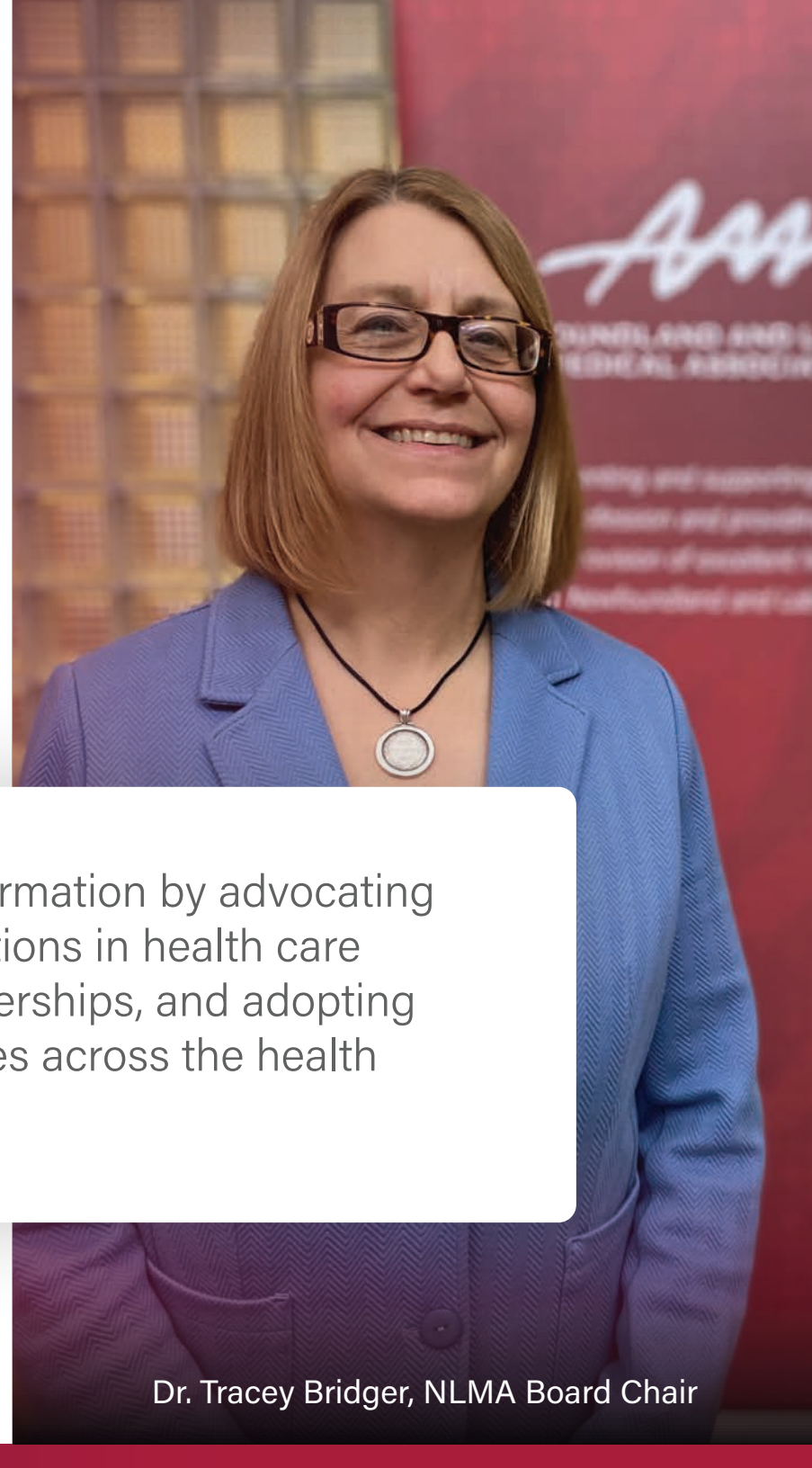
EQUITY

In a culturally safe manner, we seek fairness and balance among physicians, physician groups, and with our health care partners.

STRATEGIC DIRECTION 1

Transforming Health Care

Accelerate health care system transformation by advocating for physician leadership and contributions in health care reform, leveraging collaborative partnerships, and adopting evidence-based innovative approaches across the health care system.



We are committed to the following objectives within this strategic direction:



Dr. Cynthia Slade, NLMA President-Elect

1.1 Relationships/Trusted Voice

Cultivate collaborative partnerships with health decision makers based on mutual respect, civility, trust, accountability, and clarity of roles to amplify the physician voice and advance health care reform.

1.2 System Capacity

Collaborate with partners, including the patient community, to help address inefficiencies and health workforce challenges for a stable and safe health care system.

1.3 Public Trust

Maintain the confidence of the public as a trusted source of professional health care knowledge and leadership in system change.

1.4 Emerging Advancements

Bolster the collective voice of the profession to adopt strong policy positions and meaningfully inform the adoption and integration of emerging technologies, quality improvement approaches, and models of care that affect physician practice (e.g., artificial intelligence, virtual care, family care teams, digital health).

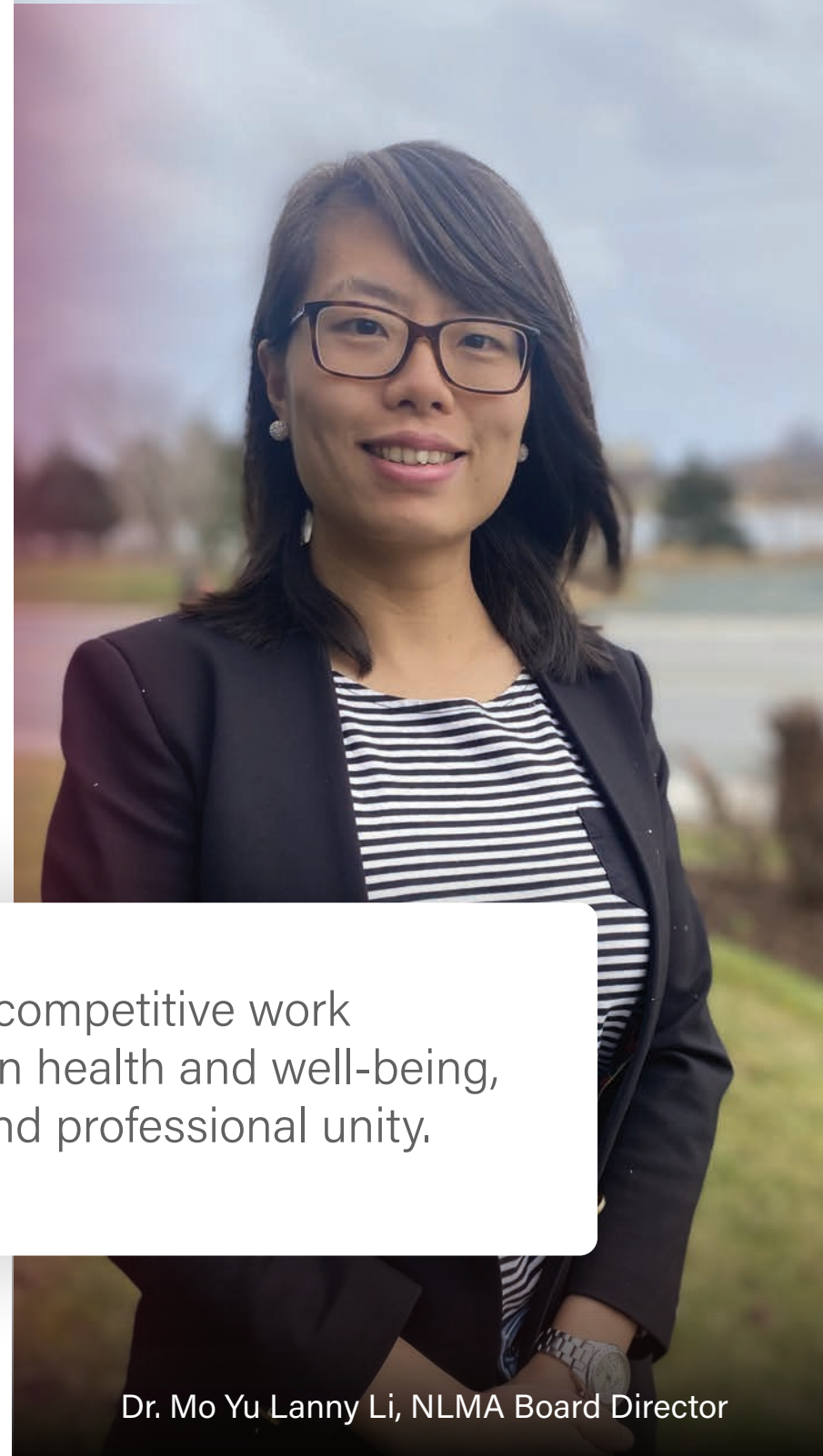
1.5 Physician Leadership

Engage, equip and empower physicians with the skills and knowledge required to be effective agents of change within the health care system.

STRATEGIC DIRECTION 2

Membership Services and Support

Advocate for and foster a nationally competitive work environment that prioritizes physician health and well-being, meaningful member engagement, and professional unity.



Dr. Mo Yu Lanny Li, NLMA Board Director

We are committed to the following objectives within this strategic direction:



Dr. David Metcalfe, NLMA Board Director

2.1 Advocate on Behalf of Members

Advocate for competitive, fair and equitable compensation for our members to facilitate the recruitment and retention of physicians in the province.

2.2 Unity in the Profession

Foster a greater understanding and appreciation for the work and contribution members make to the delivery of health care services and provide them with opportunities to meaningfully engage with one another.

2.3 Physician Health and Well-Being

Collaborate with key partners to promote and foster a culture of physician well-being and provide members with the support and services they require to remain healthy and well.

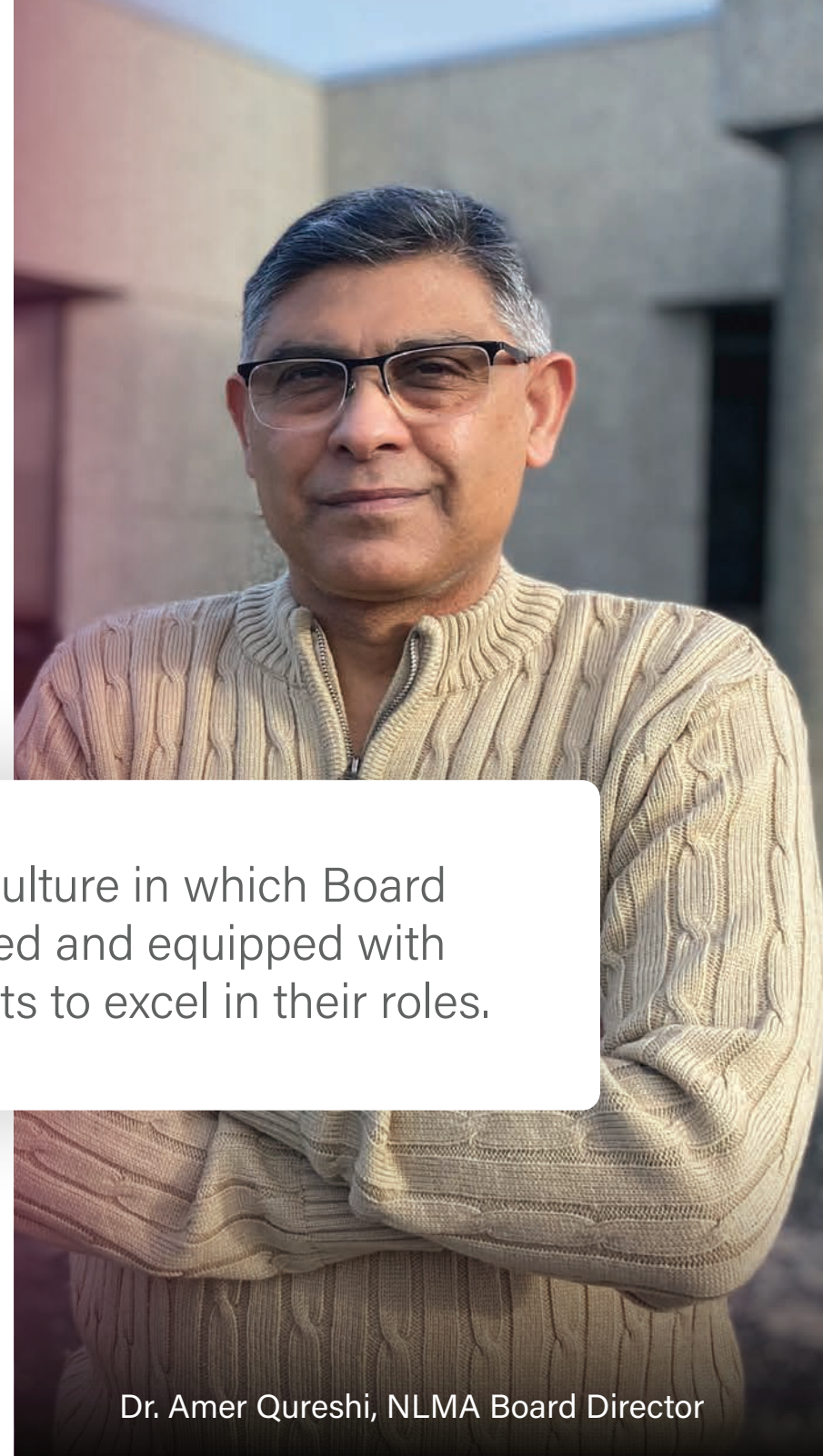
2.4 Meaningful Member Input

Foster a culture of meaningful input characterized by open communication, respect, and transparency, with mechanisms to ensure physician feedback is valued, encouraged and thoughtfully considered.

STRATEGIC DIRECTION 3

Organizational Capacity

Cultivate a high-performance work culture in which Board members and employees are engaged and equipped with the necessary resources and supports to excel in their roles.



Dr. Amer Qureshi, NLMA Board Director

We are committed to the following objectives within this strategic direction:



Dr. Gerard Farrell, NLMA Past President

3.1 Governance

Modernize and implement the governance structures and systems that advance the work and the role of the NLMA.

3.2 Financial

Define and maintain the financial health of the organization.

3.3 Awareness

Be transparent with members and key partners on the role, services and supports provided by the NLMA.

3.4 Staffing

Cultivate the talent and capacity of our Board and staff to realize our strategic priorities.

3.5 Culture

Nurture a culture of diversity, equity, and inclusion that ensures cultural and psychological safety for all.



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MEDICAL ASSOCIATION

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