

The Canadian Fertility and Andrology Society



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2015-2020 STRATEGIC PLAN

Strategic planning provides an opportunity to reflect on accomplishments and consider direction for the future. Engaging the collective energies of its membership, leadership, and stakeholders, the Canadian Fertility and Andrology Society (CFAS) has identified strategic priorities that are achievable and impactful.

The CFAS is a national not-for-profit organization focused on the field of assisted human reproduction. Its goal is to demonstrate leadership in the field of assisted human reproduction (ART) and ensure the safe and effective practice of ART in Canada.

Established in 1954 by a small group of physicians, the Society has grown into a diverse organization comprised of over 700 members representing the fields of medicine, basic sciences, embryology, nursing, genetics, ethics, law, imaging, counselling and management. The Society continues to expand with new and emerging special areas of interest.

The field of assisted human reproduction is complex with many facets – as reflected in the diverse membership of the Society. Like all organizations that operate in a changing environment, there is a periodic need to scan the environment and set the future direction for the success of the organization.

Since the fall of 2014, the CFAS Board of Directors has been engaged in discussions around strategic planning. Enlisting the support of a consulting firm with expertise in facilitation and strategic planning, the CFAS undertook an examination of its environment and identified future opportunities. These activities included an in-depth membership survey, a survey to non/former Society members, an

environmental scan, and interviews with a number of Society leaders and stakeholders.

The outcomes of these activities:

- *Validated the widespread recognition that the Society has an opportunity to extend its leadership on issues related to assisted reproduction – for members, stakeholders, and the general public;*
- *Highlighted the value of the Society’s educational offerings and identified education as an opportunity for growth;*
- *Emphasized the important role the Society has to play in developing guidelines and formalizing positions on issues that will ultimately guide the safe and effective practice of assisted reproduction in Canada.*

In April 2015, the CFAS Board of Directors gathered in Ottawa to consider the information and feedback it had collected from members and stakeholders, the end result of which is a clear articulation of strategic priorities that will guide the CFAS over the next 5 years.

On behalf of the Board of Directors for the CFAS, we proudly present the CFAS’ 2015-2020 strategic plan.

2015-2020 STRATEGIC GOALS



CFAS is seen as the source for objective, comprehensive information related to assisted reproduction in Canada

There is a need for a strong national voice on issues related to assisted reproduction in Canada.

Assisted reproduction professionals agree that clear, objective, and comprehensive information on issues related to assisted reproduction must be made available to policy makers, potential clients, and/or health care practitioners in a timely fashion. It is imperative that the Society be proactive, visible and responsive to issues as they arise in public.

In order to be viewed as a strong national resource, The CFAS will embark on a three pronged communications strategy to engage and be visible to its stakeholders, not least of which are its members.

Objectives

- Be responsive to relevant media and public relations issues as they relate to the Society and field of ART
- Participate in national and/or regional efforts by government(s) to regulate the practice of ART
- Have an engaged membership that is aware of and contributes to the Society's mission

Approach

Media Strategy (involving patients and the public):

- Develop and enhance in-house competency in media relations
- Establish Communications Committee that reflects diversity of the Society and is able to deliver on its mandate
- Engage in more robust environmental and media monitoring



- Proactively identify 'hot' and or important topics
- Engage the media as required to promote key and important messages using the appropriate medium
- Identify and recruit internal Subject Matter Expert (SME) within the Society
- Be accessible

Government Relations Strategy:

- *Phase I* – Stakeholder Engagement and CFAS promotion
 - Identify key government and non-government stakeholders
 - Identify contacts and opportunities for cooperation
 - Establish a CFAS policy on member communication with respective stakeholders
- *Phase II*
 - Pinpoint key national issues wherein CFAS can and should participate
 - Participate in policy/program development
 - Host policy development workshops
 - Facilitate multi-stakeholder communications

Member Communication Strategy:

- Establish a robust member communication plan
- Engage and utilize the SIGs
- Broaden the ways in which the Society engages and communicates with members
- Facilitate member-member communication and collaboration.

CFAS standards guide the safe and effective practice of assisted reproduction in Canada

Members and non-member stakeholders emphasized that the Society has an opportunity to show leadership, especially in the absence of government regulation.

In addition, the Society has an opportunity - perhaps responsibility - to guide the practice of ART as changes to the practice of ART are introduced through scientific research and the introduction of new innovative technologies. By developing Clinical Practice Guidelines, the Society can help guide the safe and ethical; practice of ART n Canada.

Demonstrating the maturity of the profession by establishing a 'self-regulation' approach would further demonstrate leadership and the commitment to excellence by the Society and its members who are engaged in the field of assisted reproduction. Further, through its leadership, the Society can add value to the CFAS membership by providing access to guidelines and position papers on relevant issues.

Objectives

- Publish two new clinical practice guidelines per year
- Support production of documents from Special Interest Groups that further the goals of the Society and its members
- Anticipate the need for position statements and develop position statements in a timely fashion in response to important public issues related to ART.

Approach

- Establish annual budgets to facilitate clinical guideline development
- Develop a policy and process on guideline development and publication
- Create a priority list of topics while maintaining flexibility to enable rapid response to issues
- Engage respective Special Interest Groups in production of Guidelines
- Build on (but do not endorse) other standards
- Implement a process to review publications to ensure they remain current and relevant
- Work with relevant partners/stakeholders where possible



CFAS provides educational opportunities for its members

CFAS has a unique role to play in the ongoing education, training, and development of its diverse membership. Furthering member opportunities for learning and collaboration are paramount in ensuring the highest standard of reproductive care is always available in Canada. The need for the Society to play a role in member education is underscored by a number of factors:

- There is an absence, in most cases, of institutional training programs at universities and colleges. Therefore, members generally develop specialized skills through on-the-job training and mentorship. This is true in fields of embryology, andrology, nursing, counselling, imaging, and even management training.
- While physicians complete extensive training in Reproductive Endocrinology and Infertility (REI) through the Royal College Fellowship program, they also must pursue continuing professional development.
- The field of ART is evolving and innovating rapidly. Research and technology are enabling practitioners to improve outcomes and further enhance our understanding of the complex process of conception

As the practice of medicine in Canada becomes increasingly team focused and patient-centred, there is an opportunity for the CFAS to further utilize the diversity within its membership to achieve cross-discipline education. By acknowledging and supporting the multidisciplinary learning opportunities available within the Society, the Society is more likely to strengthen member engagement, enhance value for members, and improve care for our Canadian patients.

Objectives

- CFAS 'certification' program for embryologists and andrologists is well-established and adopted by members
- A comprehensive CFAS nursing orientation and education program is available to members
- Education programs for other disciplines (eg: counselling) are identified
- Regional events are held to support learning and collaboration throughout the year
- Online teaching modules are developed and easily accessible to members
- Educational events meet the highest ethical standards and are accredited where possible

Approach

- Engage SIGs and members in identifying and developing education and training opportunities
- Evaluate current educational resources
- Schedule regional meetings and webinars
- Establish easy-to-use tools to evaluate learning needs and quality of programs delivered
- Engage industry to support member education while respecting ethical guidelines (eg technical workshops)
- Establish partnerships with academic institution



CFAS has long-term financial stability to achieve its goals and does so with clear ethical guidelines in the best interest of ART in Canada

The effective and responsible financial management by staff and previous CFAS directors has made it possible for the Society to take a bold step toward achieving its mandate and newly crafted strategic priorities. From this position of strength, the Society has an opportunity – indeed obligation – to broaden its sources of revenue in the coming years and extend its ability to strengthen the Society. By growing, the Society will be in a better position to enhance value for members and ***achieve recognition as the source for objective, comprehensive information related to assisted reproduction in Canada***. Further, growth will ensure the long term sustainability of the Society.

In the current economic environment, it is important to avoid relying heavily on a limited number of funding sources. An important step in the development of this strategic priority will be to seek advice from like-minded and relevant organizations who have gone through similar periods of growth and maturation to build upon their lessons learned. In addition, it will be important for the Society to review its various activities to find ways that it can build relevance for its donors and seek new funding avenues.

Objectives

- Revenues are diversified and earned in a manner that reflects the highest ethical standards
- Sponsors and Donors perceive value from their contributions
- Members perceive value for their membership fees
- Funds are prudently invested and support reinvestment in strategic initiatives
- The Society maintains a balanced annual budget with appropriate investments made in strategic priorities

Approach

- Hire an Executive Director with the requisite business acumen to deliver on business objectives
- Learn from similar financially successful organizations
- Explore alternative membership models
- Develop spending and revenue projections
- Consider education programs as important revenue generators
- Review Society activities and identify specific opportunities/roles for current and future funders
- Diversify sponsors
- Create a multi- year financial plan

Summary and Thank-you

As leaders in the field of ART, we have a responsibility in helping to ensure the delivery of safe and effective care for all Canadians engaged in assisted reproductive therapy, and to offer important, innovative and value opportunities to continue to inform, educate and advance members.

The CFAS is poised to move into the future with a Strategic Plan that positions it as the strong, recognized and respected voice of assisted reproduction in Canada. With this plan, we are confident that the Society will emerge as the primary national voice for ART in Canada and that the Society will continue to be increasingly relevant to members, stakeholders and the general public.

The CFAS is grateful for the enthusiastic participation of its membership and stakeholders in helping shape the future of the Society through this new Strategic Plan. We will be looking forward to continued leadership and support from members as this plan comes to life.

The CFAS would like to thank the following members and staff for dedicating their time and resources to participate in the strategic planning process:

Neal Mahutte, President
Heather Shapiro, President elect
Mark Evans, Treasurer
Jeff Roberts, CPD national director
Jason Min
Marc-André Sirard
Jay Baltz
Sherry Levitan
Christian Orfali
Natalia Nesterovsky

In addition, CFAS would like to thank the many members who contributed to the plan by completing the survey and participating in interviews.