



2024 - 2027

STRATEGIC PLAN



AFMC

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PREAMBLE

We have worked diligently to gather and include a broad range of perspectives in the preparation of this plan. It is not possible to include all feedback in a strategic plan and to have a plan that can be effectively operationalized. We also recognize that we live in an ever-changing world and commit to using this plan as a core set of outcomes and deliverables while remaining committed to its currency and relevance. Progress on this plan will be actively monitored and we will work within it, framing new areas and removing those no longer relevant using a continuous quality improvement lens.

VISION

Through our collective leadership and advocacy, we achieve excellence in education, research and social accountability for the health of all Canadians.

MISSION

As the voice of Canadian academic medicine, to lead and deliver a highly responsive system of medical education and research aligned with the health needs of all Canadians driven by the highest standards of quality, excellence, and social accountability.



VALUES



COLLABORATION

We embrace collaboration and teamwork, leveraging the diverse strengths of many to achieve more than the sum of our individual efforts, for collective impact.



ENGAGEMENT

We value and engage the diverse voices, experiences, and perspectives of the people we work with and serve to inform and develop impactful solutions to complex challenges and opportunities.



EQUITY & INCLUSION

We cultivate a culture where diversity is celebrated, every voice is valued, and equal opportunities empower all individuals to contribute and thrive.



INNOVATION

We are curious, creative, and forwardthinking, critically addressing challenges with ingenuity, and continuously improving to effect positive change.



INTEGRITY

We are open, honest, ethical, and fair, taking accountability for our decisions and actions, and striving to earn the trust and respect of our members and the people we serve and work with.

SOCIAL ACCOUNTABILITY OUTCOMES

A national picture of our shared accountability in the areas of planetary health, decolonization, anti-racism, and anti-oppression within healthcare is shared widely, with all Faculties demonstrating their positive impact in these areas.

GOALS:

- Actively communicate across channels about these topics, sharing accurate and pertinent data and qualitative stories.
- Advance the Academic Health Institutions' Declaration on Planetary Health, advocating for the inclusion of planetary sustainability in curricula.
- Report on and advocate for increased representation across all equity deserving groups, to establish equity targets in line with the Canada Research Chairs program methodology, to address systemic barriers faced by the four designated groups: racialized individuals, Indigenous Peoples, persons with disabilities, and women and gender equity.
- Promote the need for medical education in Canada to prepare learners to address the needs of all Canadians, specifically including underserved communities such as Indigenous Peoples, Francophone minority communities, rural and remote populations, trans and gender nonconforming individuals, newcomers to Canada, racialized peoples, persons with disabilities and all other persons enshrined in provincial, federal, territorial, and human rights legislation.

Faculties have access to tools, best practices, and guidelines to address racism, cultural humility, and cultural safety in healthcare education delivery.

GOALS:

- Address systemic and structural anti-Black racism in academic medicine and promote a sense of belonging and fair opportunities for Black physicians, learners, patients and scholars.
- Address admissions barriers at UG and PG transitions for all underrepresented populations.
- Leverage EDI, anti-racism and decolonial approaches to create an online repository of best practices and guidelines to mitigate harms due to lack of safety, racism, discrimination, and stigma.
- Offers anti-racist and cultural safety leadership development courses.
- Create a pan-Canadian academic medicine commitment to anti-racism with targeted, national action planning in the areas of policy, accountability, curricula, professional development, and recruitment.



Faculties of Medicine have access to and utilize the national social accountability and justice framework.

GOALS:

- Establish guiding principles for social accountability and justice for Canadian medical schools.
- Identify and implement national actions to disrupt colonial systems, share power and establish reciprocal, balanced partnerships.
- Develop and utilize a balanced scorecard that considers a range of perspectives for equitable, holistic, accountable, and transparent national decision-making.
- Develop a self-assessment tool for schools to evaluate their commitment to social accountability.
- Create a dashboard that will allow medical schools to assess their areas of strength and need in relation to the national social accountability and justice framework.

Faculties work together to implement the Joint Commitment to Action on Indigenous Health, partnering with Indigenous leadership in line with their inherent right to self-determination.

GOALS:

- Partner with Indigenous Peoples in all decisions that impact Indigenous communities or learners.
- Report progress across Canadian medical schools toward the implementation of the Joint Commitment to Action on Indigenous Health.
- Support NCIME toward independence, working in partnership to improve curricular content that detracts from Indigenous medical education goals and advance critical mass of Indigenous learners, faculty, and staff.
- Develop organizational readiness standards for data governance to steward data in a way that respects Indigenous sovereignty and affirms Indigenous rights to self-determination.



RESEARCH OUTCOMES

Health Research and Innovation is competitive at the international level and funded more adequately.

GOALS:

- Position and advance AFMC as a trusted health research partner and essential national voice across the health research ecosystem.
- Advocate to federal and provincial governments for increased health research funding across the country.
- Widely disseminate information on the low levels of biomedical research funding in Canada in collaboration with other interested parties.

Our researchers experience fewer barriers to funding access and conducting health research.

GOALS:

- Advocate for increased funding for graduate and post-doc learners.
- Facilitate partnerships between faculties and historically traditionally underrepresented communities in medicine, to support and fund research that reflects the priorities of these communities.
- Advocate for dedicated funding for all equity deserving groups
- Promote Canadian health research programs widely to attract and retain the next generation of clinician scientists and health researchers.

Higher public awareness and appreciation for the importance and value of academic, biomedical research leading to increased health research funding.

GOALS:

- Lead communications work and knowledge translation across channels, emphasizing the importance and value of health research.
- Advocate directly with F/P/T governments to shed light on funding gaps and solutions.
- Promote and celebrate research benchwork from discoveries through to patient and population outcomes, including through ICAM.



EDUCATION OUTCOMES

Academic medicine is responsive to health human resource needs of the country.

GOALS:

- Advocate for increased government funding for medical school and resident positions across the country.
- Continue to be a key participant with groups advocating for changes to ease the HHR crisis including rural and primary care access as well as generalism.
- Redesign policy and structures affecting educational transitions by supporting the implementation the recommendations of the Task Force on Reimagining the Final Year of Medical School.
- Design a data strategy and use data holdings to inform health human resource needs.
- Support member schools through centralized tools and systems for smooth, equitable access to training programs and opportunities.

Improved culture of wellness within academic medicine.

GOALS:

- Support uptake and implementation of the Okanagan Charter calls to action.
- Support the development and implementation of wellness best practices and tools within faculties.
- Evaluate impact of programs and tools to cultivate faculty, staff and learner wellbeing.

Medical school curricula reflect emerging healthcare needs, medicine and technological advances and issues facing communities and patients across Canada.

GOALS:

- Support the ongoing implementation of the curriculum on Planetary Health through Choosing Wisely and other paths.
- Support ongoing work with the AI curriculum developed with the AFMC TF on AI and Data Science.
- Promote inquiry and continuous improvement in medical education through scholarship and knowledge translation, through ICAM and other scholarly work.



STRATEGIC ENABLERS

AFMC HIGH PERFORMANCE TEAM & CULTURE

- Align AFMC's organizational structure, including roles, responsibilities and support systems to our strategic plan.
- Continue to attract, retain, and support a diverse team of talented and committed AFMC employees.
- Cultivate a workplace culture where all employees feel they belong and are safe, valued, and supported.
- Foster the workplace conditions that encourage employees mental, emotional, and physical well-being.

FINANCIAL SUSTAINABILITY & ACCOUNTABILITY

- Lead an efficient budgeting process, to support strategic, multi-year decision-making, in alignment with AFMC's strategic plan.
- Grow and diversify AFMC revenue streams.
- Identify opportunities to optimize process, service, and program efficiency and effectiveness.
- Track, measure, and analyze performance indicators across the strategic goals, and identify opportunities for improvement.

RECIPROCAL AND ROBUST ENGAGEMENT & COMMUNICATION

- Develop and strengthen synergistic and trust-based partnerships with educational institutions, healthcare organizations, tiers of government, industry, and funding agencies.
- Engage and work with partners from all tiers of government and across all related patient communities, institutions, and sectors to improve medical education and research processes and outcomes.
- Implement effective communication strategies, including a strong online presence through websites, social media, and other platforms, to enhance the visibility and reputation of Canadian medical schools, share achievements and research, education, and policy breakthroughs, and other relevant news.

VALUE-ADDED TECHNOLOGY & DATA ASSETS

- Explore and incorporate progressive digital and technological solutions, to enhance and revitalize AFMC programs, services, advocacy, community engagement, and communication efforts.
- Build AFMC's data acumen and capacity to inform strategic and operational decisions, creating value for the Faculties of Medicine and the many communities we serve.