



Canadian
Association of
Staff Physician
Recruiters:
Strategic Plan

2019-
2023

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Message from the Board Chair and Vice Chair

In July of 2018, the Canadian Association of Staff Physician Recruiters' (CASPR) Board of Directors embarked on a strategic planning process. CASPR's Board is made up of dedicated volunteers from the field of community and hospital-based physician recruitment. Collectively, we are responsible for the governance and stewardship of CASPR. Across Canada, the needs of our members and those they serve are evolving, and we know that change presents both challenges and opportunities. A forward-looking strategic plan will guide our way and help us to continue to make a positive impact.

From the outset, our Board believed it was essential to gather input directly from our members and stakeholders. We understood that it was essential for our new strategic plan to reflect and respond to the needs of our current and future members, and the changing nature of physician recruitment. To ensure that we had a current understanding of stakeholder views, we engaged members, partners, and sponsors from across the country. We listened to their views. The goal was to develop a five-year value-based strategic plan, based on real engagement, which would enable growth, excellence, and sustainability.

We reviewed the environment in which we operate. We assessed our organization's current capacities and opportunities, along with our aspirations for growth and connection, in support of our members. Together, we mapped out three new strategic directions to pursue.

We are proud of our successes and excited about our future—one that will ensure that CASPR will be the leading national resource on physician recruitment and retention.

We thank everyone who took the time to participate and share their ideas. Together, we will work towards a vibrant organization that provides exceptional value for our members.

Sincerely,



Cindy Snider, Board Chair



Jamie Sitar, Vice Chair

Executive Summary

Following a comprehensive planning process, CASPR's Board of Directors has established three strategic directions:

1. Engage and Serve Our Members
2. Share Our Knowledge and Values
3. Sustain and Grow Our Association

These strategic directions will serve to focus our work over the next five years. They are driven by our mission and vision, and they speak directly to the challenges and opportunities before us. They also represent a continuation of our efforts in recent years, building on earlier successes.

The Board envisions a vibrant future for our association and our members—engaged, connected, and recognized for our expertise in physician recruitment. Our strategy aligns with our organizational foundations, while embracing innovation and growth. We remain committed to carrying out our mission through our values of collaboration and partnerships.

About CASPR

Brief History

Established in 2004, the Canadian Association of Staff Physician Recruiters (CASPR) is a professional organization with members from across Canada, whose members' primary role is to recruit physicians for their communities, local hospitals, and other healthcare organizations. CASPR membership is exclusive to community and hospital-based recruiters—non-profit Physician Recruiters employed or retained by hospitals, hospital corporations, clinics, health care regions or authorities, public sector, government agencies or communities—who recruit and retain physicians for that entity.

CASPR is an organization that facilitates connection—between our members, the broader health sector, and the communities they serve. As a member-based association, CASPR offers a means for professionals from coast to coast to share best practices, techniques, and tools for physician recruitment and retention. Furthermore, CASPR provides research, information resources, best practices, and professional development opportunities to support the vital work of connecting physicians with the communities that need them.

Planning Context

Changes in physician recruitment, communications technology, funding, and member preferences have highlighted the need for CASPR to renew efforts toward engaging members and offering them services that meet their needs and are highly valued. Funding restraints have resulted in fewer people being able to travel to attend the annual conference in recent years. While the conference remains the centrepiece for CASPR member networking and education, offering more flexible options will enable broader participation across the country. Orienting new members, encouraging formal and informal member knowledge-sharing, and increasing awareness through enhanced communications will all help to ensure that CASPR's membership base grows over time, helping to support physician recruitment across Canada.

Overview of Planning Process

The Board of CASPR commissioned the strategic planning process. The planning scope established a process that would assess CASPR's current work and develop a five-year strategic framework to support and grow the organization.

“CASPR has been a mechanism for personal growth for me.”
~Interview Participant

The objective was to support the CASPR Executive in advancing CASPR's outreach and creating value for our current and future members. We seek to improve the work experience and competency of our members, ultimately leading to better health outcomes for people living in the communities we serve.

In order to effectively draw stakeholder input, the Board engaged the services of an independent firm to facilitate the process. This ensured confidentiality of individual responses and encouraged all opinions and views. The strategic planning process took place between July and October 2018.

Stakeholder Engagement

Meaningful stakeholder engagement was a critical early step in the planning process. Before identifying the strategic priorities, the Board reached out to CASPR's community of members and stakeholders and listened to their voices. Their feedback helped shape CASPR's future direction. CASPR's strategic plan thus has a solid base, informed by shared experiences, perceptions, and evidence.

Stakeholders were engaged through an online survey, focus group sessions, and key informant interviews. These were conducted with two general purposes:

1. To engage members and stakeholders by gathering input, ideas, and suggestions and including them in the planning process directly and in a meaningful way; and
2. To educate stakeholders about the work of CASPR and generally promote the mission and vision to the broader community (as a positive legacy of the planning process).

“If you have a problem,
they’re there.”
~CASPR Member

In total, three focus group sessions and five key informant interviews were conducted between August and September 2018. The survey was open from September 4th – September 30th, 2018.

Board Strategic Planning Session

The Board met in Mississauga on Saturday, October 20th, 2018, for a day-long strategic planning session. Through a series of activities and facilitated discussions, the strategic issues, data, financial outlook, and overall environmental landscape were carefully considered. The key issues were mapped, along with the opportunities and challenges that needed to be addressed in the new strategic plan.

The Board was then able to distill the information collected from the focus groups, key informant interviews, and survey results, and apply these to evidence related to organizational performance. Based on the themes emerging from this work, the day culminated in consensus on three strategic directions.

Our Strategic Directions

CASPR is committing to a five-year value-based strategic plan. As such, the directions are broad and oriented to the future. This allows the organization to respond and adapt as circumstances change over the years. The directions offer a framework for the development of annual operational plans with measurable goals and objectives. These annual plans (not included as part of this document) will make the strategic directions operational.

CASPR is a non-profit professional association created and run by volunteers in the field of physician recruitment. Over the years, CASPR has enhanced and promoted a national membership of physician recruiters through education, networking, best practices, and advocacy. Our mission, vision, and values are at the core of each of our strategic directions.

Following are the three identified directions:

1. Engage and Serve Our Members
2. Share Our Knowledge and Values
3. Sustain and Grow Our Association

1. Engage and Serve Our Members

Our Commitments

Moving forward, member attraction and retention is a top priority for CASPR as we seek to share the many benefits of the long-term relationships and body of knowledge we have developed.

Over the next five years, we commit to “Engage and Serve Our Members” through:

- National reach and relevance:
 - Becoming the preeminent voice of physician recruitment.
 - Identifying and addressing the most pressing challenges in Canadian physician recruitment.
 - Recognizing member achievement through awards and increased engagement with employers.
- Improved services:
 - Providing top quality educational and professional development opportunities.
 - Increasing access to services through the use of technology and active outreach.
 - Fostering belonging through networking, volunteering, and mentorship opportunities.
- Streamlined membership options:
 - Evolving more flexible ways to interact with CASPR, which will support member attraction and retention.
 - Providing a more personalized and supportive member onboarding experience.

2. Share Our Knowledge and Values

Our Commitments

Collectively, CASPR members have valuable knowledge to share with one another. We have developed resources that help members excel at their recruitment roles. Our values underpin everything we do to support communities in recruiting and retaining physicians. Over the next five years, we commit to “Share Our Knowledge and Values” through:

- Enhanced communications and marketing:

- Increasing outreach to potential new members, sponsors, and partners to raise awareness of CASPR's work and the benefits of membership.
- Realigning our name and messaging to "recruitment" rather than "recruiters", recognizing the increasing diversity of our field.
- Reviewing and refreshing our communications channels.
- Streamlining internal and external communications practices.
- Telling our unique stories and profiling our members.
- Knowledge transfer:
 - Collaborating with members and partners to educate, innovate, and disseminate best practices in physician recruitment.
 - Serving as a key resource for members, employers, and physicians.
 - Promoting awareness of physician recruitment as a profession.

3. Sustain and Grow Our Association

Our Commitments

A healthy and sustainable organization has strong leadership, efficient systems and processes, and financial stability. Over the next five years, we commit to "Sustain and Grow Our Organization" through:

- Diversified revenue:
 - Increasing our membership.
 - Identifying and developing new sponsorship opportunities.
 - Increasing conference attendance and participation in all CASPR activities.
- Strengthened capacity:
 - Reviewing operational systems and processes to manage performance and maximize return on investment.
 - Mapping staff and volunteer roles and responsibilities to align resources and meet targets.
 - Integrating data collection into our processes to increase organizational knowledge and support evidence-based decision making.
 - Reviewing and updating, where needed, our governance policies and structure.
 - Succession planning to ensure continuity and ongoing board renewal.
- Robust partnerships:
 - Identifying and pursuing opportunities for mutually beneficial partnerships with other organizations.
 - Continuing to nurture meaningful collaboration and partnership among members across all regions.

Next Steps

Our new strategic directions provide CASPR with a clear strategic focus and framework to drive change and progress. The Board has committed to the following next steps:

1. Organizational goals and objectives will be developed through annual operational plans aligned with the strategic directions;
2. The strategic directions will be communicated internally and externally; and,
3. Progress on the directions will be reviewed and strategies amended as circumstances change over the next five years.

Conclusion

The Board is proud of CASPR's successes to date. Our new strategic directions will help to keep us focused on improving our efforts on behalf of CASPR members, which helps them do their jobs better every day. Ultimately, our collective goal is better health outcomes for people living in the communities we represent.

We thank everyone who contributed ideas, suggestions and feedback. We have heard you.

The Board looks forward to reporting back on our progress over time and to a strong track record of performance and member satisfaction over the next five years.

Appendix A: Mission, Vision, and Values

Vision

CASPR will be the leading national resource on physician recruitment and retention.

Mission

CASPR enhances and promotes a national membership of professionals involved with physician recruitment through education, networking, best practices and advocacy.

Values

We do this by: Collaboration and partnerships.