Setting the context for our work planning

In June of 2013 members of the National Executive Council, Board of Certification, Environmental Health Foundation of Canada and the Council of Professional Experience gathered in Winnipeg to develop a strategic plan for CIPHI. This marked the first time in CIPHI’s history that all of the governing bodies of CIPHI met to develop strategic directions for the institute. Several key strategies were identified and validated during the session in June and results of this meeting were compiled in a strategic plan, each with identified initiatives. Throughout the fall of 2013 the NEC identified the need to meet again to keep the momentum going by developing a detailed work plan and identifying leadership and accountabilities for each of our strategies and corresponding initiatives that had been identified as priorities. This document provides a record of the results of our work planning meeting.

Meeting Purpose:

✓ to review key strategies and initiatives in the strategic plan;
✓ to formulate a work plan to help us achieve our priorities and initiatives;
✓ to deepen our understanding of our roles and responsibilities in fulfilling the business requirements of CIPHI.
Checking In:

What do you want most as a result of this meeting?

Participants were asked what they wanted most as a result of this meeting. While answers were mixed, several common themes emerged.

• we need to re-affirm our priorities
• I need time to reconnect myself to this work after a long time away
• we need to set some goals and deadlines
• I want this meeting to be action oriented
• let’s get people working in areas where they want to be
• let’s get our ducks lined up!

“We NEED TO SET DIRECTIONS AND A CLEAR PATH FORWARD FOR CIPHI.”

• I want to get clarity on some questions I have about the work
• I want to know how we can make the best use of our resources like the retirees advisory group
• I need some clarity on what was discussed and decided upon in June
• we need to re-evaluate our accountabilities and who is responsible for what
• we need to use more open and engaging language in our documents to ensure we get employers onside
• let’s clarify the role of the various governing bodies in this work
During the strategic planning session in Winnipeg (June 2013), there were four key strategies identified as priority areas of work for CIPHI. Several of these strategies were brought forward from previous strategic plans and further validated or modified as being relevant to sustaining and advancing our professional organization. Each of the strategies were further defined as having initiatives requiring work over the coming 2 years (2014 and 2015).

Recognizing the valuable contributions of our volunteers, including those in the room, several "givens" were stated at the outset as being limiting factors to success. These include the need to work within our existing financial resources and the need to engage our membership and mobilize volunteers. We cannot do this work alone. In this meeting, the participants discussed each of the key strategies and accompanying initiatives, listed to the right, to gain further clarity and insight into their meaning. In this discussion clarity was sought and as a result, several new initiatives emerged under several of the strategies. These initiatives, as described later in this document, provide the specific tasks needed to achieve success in each of the strategies. Further, this group of participants placed a strong emphasis on setting accountabilities for each of the initiatives identified to ensure momentum is continued past this meeting and into the new year.

**KEY STRATEGIES 2013-2015**

**KEY STRATEGY #1**
BUILD AND MAINTAIN A SUSTAINABLE ORGANIZATION

*Main initiatives:*
- explore governance options
- investigate alternative revenue streams

**KEY STRATEGY #2**
STRENGTHEN OUR STANDARDS

*Main Initiatives:*
- define our stakeholders and develop a list
- evaluate stakeholder needs and identify gaps
- develop a matrix for the evaluation of existing data collection

**KEY STRATEGY #3**
ENHANCE PROFESSIONAL PROFILE

*Main Initiatives:*
- research mandatory membership
- explore an ethics committee
- explore an advocacy committee

**KEY STRATEGY #4**
OPERATE IN A TRANSPARENT FASHION

*Main Initiatives:*
- develop a communication and marketing plan

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**CIPHI HAS A COMMITTED AND RELIABLE VOLUNTEER BASE; HOWEVER THE VOLUNTEER NATURE OF CIPHI IS A LIMITING FACTOR IN MOVING FORWARD**

A Review of CIPHI’s Key Strategies and Supporting Initiatives for 2013-2015
Identifying the tasks, resources and people to get the job done!

CIPHI leadership present for the meeting was asked to divide themselves into groups based on the key strategies and answer these three questions:

1. **What clarity is required for this key strategy?**
2. **What are the specific tasks that need to be undertaken for us to achieve the initiatives under the key strategy (building on work began in Winnipeg)?**
3. **What resources does the initiative under the key strategy require and when do we want it completed?**

Prior to the start of the discussions, it was recognized that there is work already underway for Key Strategy #4, including a comprehensive membership report on the work of CIPHI’s governing bodies and financial dealings. In addition, components of this work related to communications and marketing are tied directly to advocacy and enhancing the profession, both of which were to be discussed as part of other initiatives and are described later in this document.
Key Strategy 1: Build and Maintain a Sustainable Organization

Main initiatives:
- explore governance options
- investigate alternative revenue streams

Key Strategy Description and Context:
In Winnipeg it was the first time leaders from NEC, BOC, CoPE and EHFC got together to do strategic planning as a CIPHI team. While reflecting on the previous strategic plan, it was evident that the plan was focused on actions relevant to the NEC. Time was given for reflection and discussion on “Who is CIPHI?” The leadership team present agreed that it is not only the NEC, but that BOC, CoPE and EHFC are just as much a part of CIPHI. Therefore, discussion followed on whether or not our current organization is structured in a way that values CIPHI. Various models were drawn as a brainstorming activity and it was decided that Exploring Governance Options should be an initiative under the Build and Maintain a Sustainable Organization Key Strategy.

In January, the leadership team discussed this option and some key questions came up that will need to be addressed in the work plan:

- How do we fund ourselves? How will we generate revenue? National focus, national funding? The question of revenue is an important one under this Key Strategy and was identified as one of the Initiatives that would form the work that is needed over the next two years.
- What about a community of volunteers that we can tap into to achieve our work? Do we post expressions of interest to the membership at large to help move work forward?

Key Work Items:

Under the Initiative: Explore Governance Options
- Establish a committee to report back to the NEC
- Proposed committee members: BOC, CoPE, EHFC
- Task: Draft a Terms of Reference (TOR) establishing the scope of the work, who will do the work, and timeline for completion. Scope may include:
  - Environmental scan of governance models
  - Constitutional review
  - Proposing business models.

WHO: Mark Allen
Assistance from: Sean O'Toole, Pam Scharfe, Nina van der Pluijm

Note: at the end of our 2 days together, it was questioned whether we actually need a overhaul of our governance or simply changes in the way we work together and show up as a CIPHI leadership team more often.

Under the Initiative: Investigate Alternative Revenue Streams/ Cost Allocation Models
- Establish a committee to report back to the NEC
- Committee lead: NEC FIN rep
- Committee members: BOC, CoPE, EHFC
- Task: Draft a Terms of Reference (TOR) establishing the scope of the work, who will do the work, and timeline for completion. Scope may include:
  - Suggestion from discussions in Winnipeg
  - Potential consultants who may be able to assist in this work
  - Equity of finance

WHO: Crystal Brown
Assistance from: Jason, Cameron, Kathleen
Key Strategy Description and Context:
In Winnipeg, it was identified that one of the Key Strategies was to Strengthen our Standards. In order to do this work, we need to build relationships with stakeholders, including our members, employers, unions and educational institutions. It was noted that there is still some education to do regarding CoPE as well as evaluating CoPE and identifying gaps in the program. In January the leadership team discussed initiatives and drafted the following work plan items.

Key Work Items:
Under the Initiative: Define Stakeholders
- Develop a list of key stakeholders including members, employers, unions and educational institutions.

Under the initiative: Identify the Gaps
- Establish a committee to report back to CoPE and the NEC
- Committee Lead: CoPE
- Committee members: CoPE, Possibly and Epidemiologist
- Tasks:
  - Conduct a survey of key stakeholders to identify their needs.
  - Interpret the data from the survey and draft actions to move forward
  - Determine how to engage stakeholders, clarify what CoPE is and increase by-in.
  - Evaluate CoPE

Under the initiative: Define a matrix for data interpretation
- Determine what data is currently being captured electronically in the system in regards to CPCs.
- Identify methods of retrieving the data and creating reports.

WHO: CoPE (for all initiatives above)
Assistance: for the initiative Define a Matrix for Data Interpretation: Cameron
Key Strategy 3: Enhance Professional Profile

**Main Initiatives:**
- research mandatory membership
- explore an ethics committee
- explore an advocacy committee

**Key Strategy Description and Context:**
In Winnipeg, it was agreed that another important Key Strategy to CIPHI was *Enhance Professional Profile*. After identifying various options, the initiative that was agreed to as top priority was *Research Mandatory Membership*. As the leadership team further discussed this initiative, they agreed that a lot of the discussions had also been around the question of ethics and advocacy. Therefore, in January, the team decided to add Explore an Ethics Committee as well as an Advocacy Committee to the list of initiatives.

**Key Work Items**

**Under the Initiative Explore Mandatory Membership:**
- Establish a committee to report back to the NEC
- Committee members: BOC, CoPE, CIPHI
- **Task:** Draft a Terms of Reference (TOR) establishing the scope of the work, who will do the work, and timeline for completion. Scope may include:
  - Suggestions from discussions in Winnipeg
  - Should/must you be required to be a member to hold the certificate?
  - What part of CIPHI will be responsible for this?
  - What criteria is set for revocation? What are legal issues?
  - Identify the expertise needed and potential consultants who may be able to assist in this work
  - May suggest a project manager based on the scope of the work
- **WHO:** Gary
- **Assistance:** Cameron, Laurie, Crystal, Kari

**Under the Initiative Explore an Ethics Committee:**
- Establish a committee to report back to the NEC
- Committee members: BOC, CoPE, CIPHI
- **Task:** Draft a Terms of Reference (TOR) for the committee to scope out what an Ethics committee might look like and timeline for completing and submitting a discussion paper to the NEC. Scope may include:
  - What is the work that is trying to be achieved?
  - What should this committee be called?
  - What resources would be needed for an ethics committee?
  - What are the constitutional disputes that may occur?
  - What role would the ethics committee have in the mandatory membership and other CIPHI business?
- **WHO:** Jason
- **Assistance:** Raymond, Kathleen, BOC, CoPE

**Under the initiative: Explore an Advocacy Committee**
The discussion around this initiative was in regards to 2 streams of advocacy: that for our profession and that for technical guidance / position statements on behalf of CIPHI. It was felt that for the former, a consultant with expertise in branding should be considered.
- There is an existing Advocacy and Translation committee, the status of this committee needs to be reviewed and status needs to be determined before tasks and leads can be assigned. Work to determine the status will be undertaken by the NEC in consultation with current advocacy committee members.
Open Space:

Participants in the meeting were asked to consider questions relevant to CIPHI’s day to day business that required discussion prior to the completion of the meeting. Time was set aside for conversations in the evening and on the morning of day 2 to allow small groups to discuss each question. Each person posing a question was asked to host the conversation and take notes highlighting the results of the conversations and any action items identified. Below are the results.

**WHAT QUESTIONS DO YOU HAVE CONCERNING CIPHI BUSINESS REQUIREMENTS THAT NEED TO BE DISCUSSED BEFORE THE END OF DAY 2?**

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**ARE WE GIVING OUR PARTNERS/SPONSORS WHAT WE PROMISE? IS THERE ROOM TO CREATE NEW REVENUE?**

**Host:** Jason  
**Participants:** Cameron, Tony, Ken, Crystal, Gary  
**Discussion:** We need to speak to our sponsors and take greater care of them during events, demonstrate that they are getting value for their money. This group is amenable to providing sponsor access to members at conferences, logos on webinars, website recognition, input on locations of workshops and conferences, newsletters/EHR/MSC ads, speaking opportunities, social events, preferred locations at workshops. There was also discussion about exploring synergistic relationships with the schools. Two opportunities to link better with partners include Viros personal services training and Traincan platform for risk based food inspection module.  
**Actions:** Jason to develop a model for NEC consideration. This also fits in alternative revenue work plan.

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**WHAT IS OUR PROCESS FOR STORAGE OF CIPHI RECORDS AND FILES?**

**Host:** Ken  
**Participants:** Ken, Laurie, Pam, Gary  
**Discussion:** We are concerned about file management, particularly storage and access to important CIPHI documents that provide detail on key decision. Currently much of CIPHI data is stored on private/personal computers and hard drives. Currently there are many cloud options for document storage so we need to explore this. Pam has some experience using DropBox, as an example, and reports that it is quite easy to use.  
**Actions:** Gary to follow up with MPS on document management solutions for all CIPHI governing bodies.
**SHOULD THERE BE A LIMITED NUMBER OF SCHOOLS APPROVED?**

**Host:** Nina  
**Participants:** Sean, Kathleen, Keri  
**Discussion:** There seems to be several schools within Canada and internationally showing interest in becoming approved by the BOC. This has the potential to create significant challenges for the BOC from a resource perspective. Perhaps the markets will simply decide if a program is viable. A fee structure could be implemented to address some of the resource issues. There is a need to carefully consider if there are benefits for CIPHI in considering international schools at this time.  
**Actions:** No action required.

**HOW DO WE ENHANCE THE PROFILE OF CIPHI AWARDS AND MAKE AWARDS PROCESSES MORE EFFICIENT?**

**Host:** Pam  
**Participants:** Ken, Laurie  
**Discussion:** Awards are currently handed out by the branches, EHFC and the NEC, resulting in multiple nomination processes and awards. There is sometimes very little uptake on the nomination process for very good awards that have a monetary gift. As a starter we should at least have a single website that lists all of our awards. There are also various ways we can communicate about awards including list serve, email, FB, Twitter, etc. There should be a one stop shop for awards.  
**Actions:** Pam to lead a process to streamline awards process and enhance profile/visibility of awards, including communicating to members and stakeholders the various awards that are available through CIPHI.

**WHAT IS THE ROLE OF THE RETIREE COMMITTEE?**

**Host:** Pam  
**Participants:** Ken, Nina, Kari, Gary  
**Discussion:** Pam provided an overview of the establishment of retirees committee and their role in providing surge capacity/expertise particularly during public health emergencies. In terms of ongoing role in CIPHI there has not been good communication between the NEC and the retirees, so there is some question about the continued need. It was observed by all that the retirees bring passion, diversity, knowledge and willingness in terms of moving CIPHI work forward and that this is an underutilized group of volunteers.  
**Actions:** No specific actions identified other than to improve dialogue between NEC and retirees advisory committee. Gary to ensure standing item on NEC agenda. Before we hire out for consultants, it is also generally agreed that we need to offer an expression of interest to our membership at large (including retirees) to see if we have the skills within our membership to advance pieces of work.
HOW CAN WE MOBILIZE BRANCH RESOURCES (FINANCIAL AND MEMBERS) TO MOVE CIPHI WORK FORWARD?

AND

HOW DO WE ACCESS CIPHI MERCHANDISE?

Host: Mark and Kathleen

Participants: Crystal, Laurie, Mark, Ken, Tony, Nina

Discussion: Several branches currently have money in the bank that is approaching Canada Revenue Agency limits for non-profit organizations while at the same time our national accounts have no surplus funds to be able to move significant pieces of work forward (i.e., mandatory membership). Is there a willingness to set up a special projects bank that branches can contribute to if they have excess resources available, while other branches could contribute in kind support?

There is also a national pool of HR resources available that we are not tapping into (see also retirees conversation). We need a mechanism for people to identify their interest, skills and competencies that can be used to advance CIPHI goals. Ontario has a tool for capturing skills and competencies of members that is currently being piloted and that may be of value if implemented nationally.

The issue of access to CIPHI merchandise was combined with this conversation as it was seen as being linked to the revenue utilization conversations that emerged as part of the first question. The availability of CIPHI merchandise is hit or miss, and we may be missing an opportunity to promote and highlight our profession through the use of smartly developed swag. The puzzle shirt from Winnipeg was mentioned several times as was the idea to provide a CIPHI branded t-shirt with every conference registration.

Actions: Mark will develop a proposal for NEC to consider RE a cost sharing projects development fund/ utilization of surplus CIPHI dollars to move projects forward. Cameron will share the Ontario skills tool currently being piloted. Mark will develop a proposal for making merchandise available across CIPHI. Sean will look at logo use policy and identify how to access a quality digital copy of the logo and make this known to potential users (i.e., branches).

HOW CAN WE STANDARDIZE, STREAMLINE AND REDUCE INEFFICIENCIES WITH REGARD TO THE NATIONAL CONFERENCE?

Host: Laurie

Participants: Ken, Gary, Pam

Discussion: Every year a new organizing committee takes on the responsibility of organizing a conference without being experts in hotel contract negotiation and without necessarily having the lessons learned from the conference held prior. We need a comprehensive conference resource tool that will assist conference planners to avoid the pitfalls and ensure a good conference. It should include templates for things like final conference reports, registration forms, etc.

Actions: Kathleen will start to work on template for presentation in July during our NEC meeting. This will include a review of work previously started by Ken Diplock (Ontario). Cameron will share this with Kathleen.
HOW CAN WE TAP INTO OUR COMMUNITY PARTNERS TO MOVE OUR AGENDA FORWARD?

Host: Raymond  
Participants: Tony, Kari, Cameron, Jason  
Discussion: We need to position ourselves to maintain and reinforce the important and integral role that public health inspectors play in the health care system. This includes communicating effectively the role that we do play. There are several means to achieve this including EPHW (although this has failed to some degree), utilization of awards to build partnerships with those who advance health protection agenda (i.e., not just inspectors), move our advocacy work forward. There is a need for strategic communications in getting our message across and we need to identify other associations that will work with us ad help us advance our profession.

We need to take the time to build relationships externally with our partners in health protection. Identifying who we are and what we bring is important. We need a commitment to communicate to external partners like CPHA. Branding is about much more than a logo, it’s about changing our front door. We need to add a public health lens to the conversations. There are doctors without borders, why not PHI’s without borders?

Actions: No specific actions identified but this is closely linked with advocacy work. Some external partnerships (i.e., CPHA) already exist but could be strengthened.

HOW CAN WE ENSURE PERSONAL INFORMATION IS PROTECTED AND THAT WE ARE COMPLIANT WITH OUR OWN PRIVACY POLICY NATIONALLY?

Host: Cameron  
Participants: Tony, Raymond, Jason, Sean  
Discussion: Compliance with the national operational policy regarding privacy is an issue across the branches and nationally. There are some who feel publishing our membership list would be good for the profession as it would make it easier for some employers to verify membership for employment purposes. The publishing of successful exam candidates and some branch member lists were used as examples of potential breaches of the policy. The privacy policy needs to be updated and make it more inclusive of all CIPHI governing bodies. Training will be needed for the branches on the handling of personal information regarding members.

Actions: Cameron will review the policy and get feedback on its use. Nina will review personal information from a BOC perspective.
**Budget**

Crystal provided an overview of the draft 2014 budget. Combined expenses of all governing bodies are anticipated to be close to total revenues in 2014, leaving little room to undertake projects with significant costs. This underscores the importance of several initiatives already discussed, including alternative revenue sources and cost sharing models for projects.

The draft budget has been prepared using the best available estimates and with input from all members of the NEC present for this meeting.

**ACTION:** CRYSTAL TO COMPLETE DRAFT BUDGET FOR CIRCULATION AND REVIEW AND WILL PREPARE A MOTION FOR APPROVAL.

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**CIPHI Committees and Working Groups**

CIPHI has a significant number of standing committees, ad-hoc committees and working groups that have been in existence for some time. Several date back many years and the leadership of each has been inherited by incoming branch presidents who may or may not have an interest in the particular committee for which they have been assigned.

Each of the committees were reviewed to assess its relevance in light of the future work planned for CIPHI based on our strategic plan. Several committees have been eliminated and several new committees are proposed based on the work identified. A new committee list will be circulated.

**Agreement:** New NEC members will not be expected to inherit committee leadership. Instead, expressions of interest will be used to gauge interest from among the NEC or the membership at large.

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**WRAP-UP AND CHECK-OUT**

What are your final thoughts on this meeting?

- we get a lot more done in person
- these meetings bring out a sense of commitment and lay the groundwork for governance
- thankful to be part of this group
- being together as a group feels like we share challenges and successes as CIPHI, not individually
- this is a culture of strategy, not just a strategic plan
- good to have everyone together, it underscores the importance of face to face work
- some time for reflection was appreciated
- nice to see this culture, putting names to actions shows we have a path forward

**KEY SUCCESS FACTOR:** GRIT

HTTP://WWW.TED.COM/TALKS/ANGELA_LEE_DUCKWORTH_THE_KEY_TO_SUCCESS_GRIT.HTML