

# Governance Report to Members

May 1, 2025



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## Message from the Board Chair and Governance and Nominating Committee Chair

We are pleased to present this report, highlighting governance initiatives and progress through 2024 to strengthen the OMA's leadership, decision-making and accountability.

The past year has continued to test the resilience of our health system. Economic uncertainty, system-wide pressures, and shifting community needs have impacted not only how we deliver care, but how we lead and govern.

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*In times like these, strong and thoughtful governance matters more than ever.*

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As a board, we have remained focused on enabling responsive, value-based decision-making – anchored in our mission and attuned to the challenges ahead. We've adapted, asked ourselves tough questions and ensured that our oversight continues to evolve alongside the complex environment we are navigating.

Our governance efforts this year have helped strengthen the OMA's foundations and advance work that matters to members. This included oversight of the negotiations process, which has resulted in a historic compensation increase for Year 1 of the 2024-28 Physician Services Agreement; and pushing forward on strategic advocacy to address system challenges and improve day-to-day working conditions for Ontario's doctors.

We've also prioritized investment in physician leadership development to ensure that everyone doing work on behalf of members — whether at the board table, in committees, sections, districts, or local leadership — has the tools, mentorship, and support they need to succeed. Equally important, we continue to modernize our structures and processes to enhance the ways in which your voice informs governance and decision-making across the organization.

Our governance framework continues to play a critical role in enabling the organization to deliver on its strategic priorities and respond to members' needs. The [2025 Impact Report – Delivering for Ontario's Doctors](#) highlights key milestones and accomplishments from across the organization over the past year. Many of these achievements are the result of close collaboration between the board, leadership, staff and subsidiaries – working together under a strong governance framework to advance shared goals for the profession. We encourage you to explore the *Impact Report* alongside this one for a more complete view of the OMA's work and impact in the last year.

Much of what we've achieved this year has only been possible because of the engagement and support of our members. This collective progress was also recognized externally, with the OMA

nominated and shortlisted for a Governance Professionals of Canada 2024 *Excellence in Governance Awards*, specifically in the engagement category.

On behalf of the board of directors and Governance and Nominating Committee, we thank you for your continued trust – and we encourage you to remain engaged or get involved. Your insights and participation are vital to shaping the future of our profession and the health care system we serve.

Sincerely,

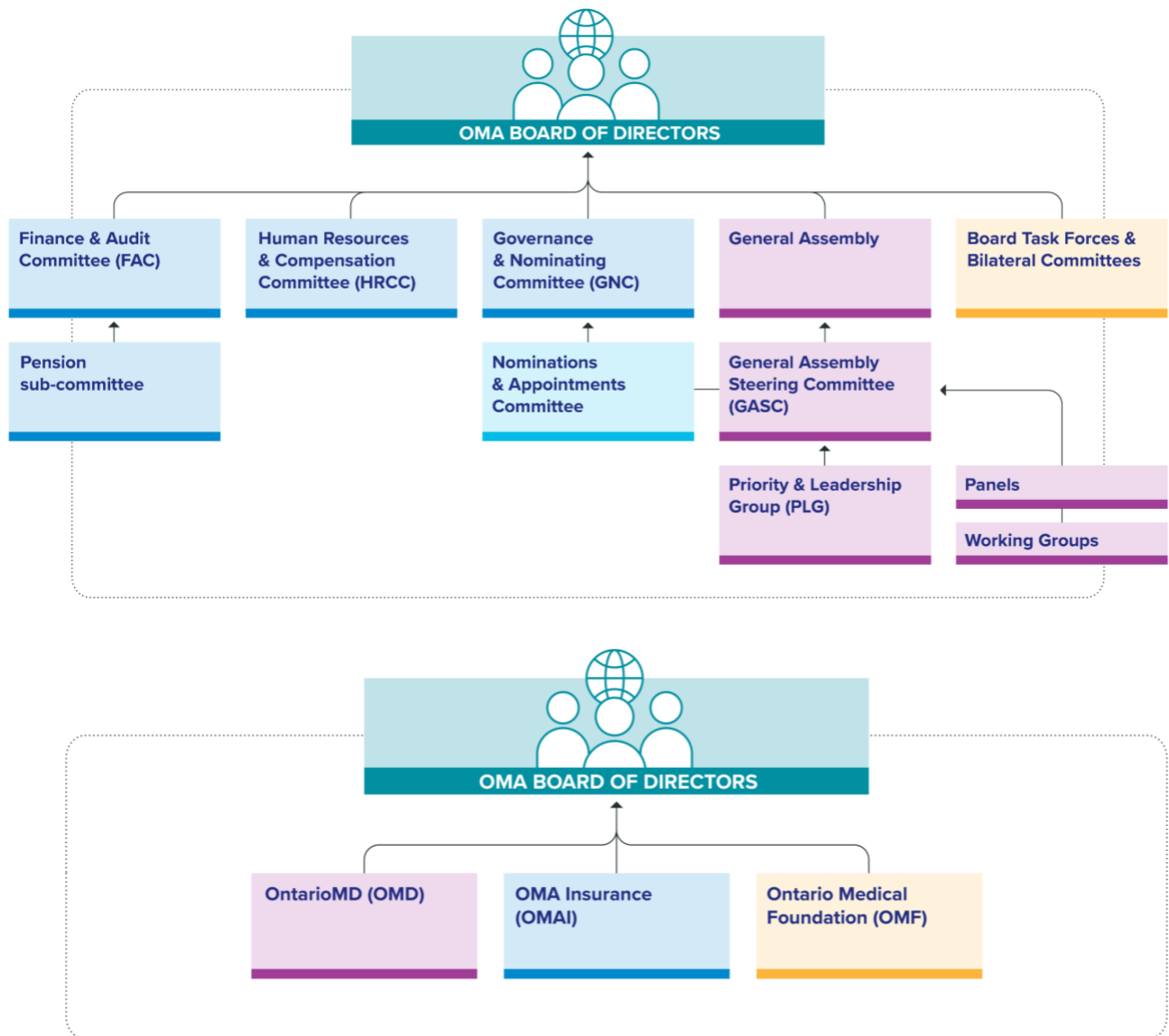


**Cathy Faulds**  
chair, OMA Board  
of Directors



**Denise Carpenter**  
chair, Governance and  
Nominating Committee

## Governance at a Glance



Through a modern, member-driven governance structure, the OMA strives to ensure that physician voices are reflected in decisions that shape the profession and the health system. The governance framework supports effective oversight, accountability, and alignment with [strategic priorities](#) – both current and emerging.

We continue to build on the foundations of governance transformation – evolving the structure where needed to further enhance effective representation, strengthen alignment across governance bodies and support timely, well-informed decision-making. This enables the OMA to remain nimble and responsive to the needs of our members and the changing environment.

**The organization is focused on:**

Negotiating and implementing the deal doctors need

Gaining support for doctors from the government and the public

Enhancing the well-being and financial health of physicians

Leveraging physician leadership to build a better health system

Building a modern and effective OMA with members at the center of what we do

## Governance in Action: Board Focus and Impact

The [board's mandate](#) includes oversight for management of the corporation and development of the OMA's approach to governance. The board oversees all affairs of the OMA and exercises its powers according to OMA bylaws, governance policies and applicable laws and regulations.

The board is [comprised](#) of eight physicians and three non-physician directors who are elected by members for a two-year term and may stand for re-election up to three times. All directors assume office following the Annual General Meeting (AGM). Observer positions are held by the president-elect, immediate past president, and the chair of the General Assembly. To further strengthen collaboration, the vice chair of the General Assembly has also been invited to attend board meetings. While not a formal observer, this approach has added valuable perspective and helped foster stronger alignment and communication between the board and the General Assembly.



**Cathy Faulds, MD**  
London, board chair



**Sharon Bal, MD**  
Cambridge, board vice-chair



**Zainab Abdurrahman, MD**  
Mississauga, president-elect  
and officer of the board



**Denise Carpenter, ICD.D, GCB.D**  
Toronto



**David Collie, C. Dir., FCPA**  
Glen Williams



**Paul Conte, MD**  
Kitchener



**Paul Hacker, MD**  
Nepean



**Dominik Nowak, MD**  
Toronto, president and  
officer of the board



**Jennifer Quaglietta, P.Eng, MBA, ICD.D, CHE, PMP, LSSGB**  
Toronto



**Cynthia Walsh, MD**  
Ottawa





**Hirotaka Yamashiro, MD**  
Toronto



**Andrew Park, MD**  
London, past president  
*Observer*

Elected directors began their term on May 3, 2024. The board held meetings (seven regular scheduled meetings and two special meetings) from May 2024 to April 2025. The table below outlines director and observer attendance at meetings for the period.

<div>  <div>Directors/observers</div> </div>	<div>  <div>Board meeting attendance</div> </div>
Alykhan, Abdulla (observer - chair, General Assembly Steering Committee)	7/9
Zainab Abdurrahman	9/9
Sharon Bal	9/9
Denise Carpenter	9/9
David Collie	9/9
Paul Conte	9/9
Cathy Faulds (chair)	9/9
Paul Hacker	9/9
Dominik Nowak	9/9
Jennifer Quaglietta	9/9
Andrew Park (observer)	9/9
Gregory Rose (observer - vice-chair, General Assembly Steering Committee)	8/9
Cynthia Walsh	9/9
Hiroataka Yamashiro	9/9

### Key Accomplishments

In 2024, the board achieved significant governance milestones and delivered on key priorities:

#### Strategic Oversight and Planning

As part of planning for the 2025 operating plan and budget, the board conducted a mid-year check-in to validate the updated organizational strategy approved in December 2023. This process affirmed that the strategy’s core tenets continue to resonate well with the current environment. The board subsequently reviewed and approved the 2025 operating plan and capital budget, ensuring alignment with strategic priorities and directing resources towards areas of greatest impact for members.

#### Negotiations

The board continued to provide oversight of the negotiations process with regular updates from the Negotiations Task Force (NTF), supporting timely decision-making and alignment with organizational priorities. Building on a process previously endorsed by the board, this cycle also



included earlier and more structured engagement with, and involvement in the Negotiations process by constituency groups – helping to support stronger outcomes. The board’s oversight continues as implementation of the Year 1 award progresses, and negotiations for Years 2-4 of the agreement move forward, with mandates for both mediation and arbitration approved as part of its role.

### **Enhancing Governance Structures and Practices**

Modernization of the OMA’s governance continued through a series of policy and structural improvements. At the 2024 AGM, members approved amendments to OMA bylaws and articles of incorporation to comply with Ontario’s Not-for-profit Corporations Act (ONCA). The board also streamlined several existing policies and processes – including the *Board Committee Appointment Policy* and the *General Assembly’s Priority and Leadership Group Position Description*. These updates support more intentional appointments, clarify expectations and responsibilities, and provide stronger alignment with the skills and contributions required for the respective roles.

As part of the broader transformation journey, work continued to refine and align governance structures to enhance transparency, member engagement and impact. Previous work on the constituency governance review focused on sections and districts, with that work now completed and updated charters in place. Current efforts are focused on clarifying the role of the Medical Interest Groups (MIGs) and fora in the new structure. Consultations began late 2024, with final recommendations expected summer 2025.

The OMA has also undertaken a comprehensive review of its approximately 200 committees, task forces, panels and working groups. Early 2025, the board approved charters for two newly established panels: the Health Policy Panel and the Advocacy, Communications and Engagement Panel. These panels integrate the work of several OMA committees and General Assembly panels that have now been sunset with their memberships transitioned to the new structures. Implementation of these changes is now underway. Review of the remaining structures is expected to continue through 2025, with updates provided as work progresses. These changes respond directly to member feedback and input regarding efficiency and effectiveness, strategic alignment, and ensuring resources are directed to areas of greatest impact.

### **Strengthening Board Culture and Effectiveness**

In 2024, the board continued to invest in its own effectiveness – recognizing that good governance depends not only on decisions made, but *how* they are made. Directors and observers are engaged in work to reinforce shared values, clarify expectations, and promote a culture of respectful dialogue, accountability and strategic focus.

As part of this ongoing work, the board engaged in reflective discussions, reviewed governance practices, and completed its annual board evaluation and key performance indicators. Insights from these activities helped identify opportunities for improvement, informed the

development of committee chair and vice-chair leadership roles, guided targeted governance education, and reinforced alignment with the board’s role and responsibilities.

### Subsidiary Oversight

The board exercises oversight of OMA subsidiaries through regular updates, reporting and approvals to ensure strategic alignment and shared accountability. While each subsidiary has its own mandate and governance structure, board representation is in place to support collaboration to bring value for the membership.

Updates from each subsidiary are available as appendices to this report.

## Guiding the Path Forward

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*“The challenges we are seeing across the health-care system bring significant opportunity for us as physicians to lead transformative change, both for doctors and our patients.”*

*Cathy Faulds, OMA board chair*

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The board’s work throughout the year was grounded not only in immediate priorities, but in a commitment to long-term leadership and system influence. This future-focused mindset shaped generative discussions about the future of health care, health system transformation, and the critical role of physician leadership in driving that change. That perspective continues to guide the board’s strategic oversight as it supports the implementation of the OMA’s strategy and strengthens the organization’s capacity to deliver impact.

## Member Engagement in Governance: Amplifying Physician Voice

OMA members continue to play a vital role in shaping the direction of the organization through active participation in governance. Whether through committees, the General Assembly, constituency groups or other opportunities to get involved, physicians are helping to drive decision-making, influence priorities, and strengthen accountability across the association.

Growing member engagement and increased interest in leadership roles reflect a deepening connection between physicians and the strategic direction of the OMA.

### Committees: Advancing Work Across the Organization

Committees are a key part of the organization’s governance structure, supporting oversight, decision-making, and the advancement of strategic priorities. The OMA ecosystem includes standing board committees, as well as bilateral and advisory committees and task forces.

Throughout 2024, OMA committees contributed meaningfully to advancing the organization’s strategic priorities - from the hard work at the bargaining table by the Negotiations Task Force (NTF) that led to a historic arbitration award, to the Physician Payment Committee’s (PPC) oversight of the proposal intake process supporting fee modernization. The Joint Forms Committee introduced new tools to reduce administrative burden, while the Relativity Advisory Committee (RAC), PPC and other groups continued to work to address gender pay gap and advance fairness in physician compensation.

Visit the [Committees page](#) on our website to explore highlights of the work undertaken in 2024 by all OMA committees, along with their mandates and membership – and to learn how you can get involved.



Recruitment for advisory and bilateral committees typically **takes place twice a year, offering members ongoing opportunities to get involved.**

These roles aren’t just about contributing to governance – they’re about lending expertise, lived experience, and perspective to issues that matter deeply to physicians and the health system more broadly. Recruitment also takes place on an ad hoc basis for time-limited working groups or other initiatives, depending on emerging priorities and organizational need.

Towards the end of 2023, the OMA implemented a revised [Appointment Policy and Procedure](#). Building on that foundation – and as part of our ongoing committee modernization work – we are continuing to strengthen onboarding for new members, expand learning and development opportunities, and introduce evaluation mechanisms to support continuous improvement. These efforts are designed to ensure every committee is well-supported and positioned to deliver meaningful impact.

### **General Assembly: Connecting Member Ideas to Strategic Impact**

Now in its fourth year, the General Assembly (GA) continues to grow as a mechanism for grassroots engagement, helping to bring member perspectives directly into the work of the organization.

More than [200 ideas have been submitted](#) by members across the province. These submissions have improved in both quality and strategic alignment, thanks to refinements in intake and prioritization processes. The Priority and Leadership Group (PLG) has defined 12 formal priorities to date, and the board has already supported multiple sets of [related recommendations](#). Most recently, the PLG’s Reducing Delays in Patient Care Working Group

brought forward a palliative care advocacy plan and a new advocacy toolkit – offering a targeted strategy to address systemic challenges in access to palliative care and equipping physicians with resources to support grassroots advocacy efforts.

GA-related structures and policies have continued to evolve based on member feedback to increase efficiency, and build stronger, more coordinated member voice in OMA decision-making. OMA working groups formed through the GA process have also drawn external recognition. Physicians participating in these groups have been asked by the Ministry of Health, Ontario Health and other system partners to share insights on their work and contribute their expertise – extending the impact of the GA beyond the association itself.

### Leadership Opportunities: Renewing Representation Across Governance Structures

OMA leadership opportunities provide members with meaningful ways to shape the direction of the organization and advance solutions for the profession. Elections are held for positions on the Board of Directors, the President-elect and within constituency groups, ensuring a broad range of voices are reflected across the OMA’s leadership landscape.

2024 saw record participation in the number of candidates interested in board leadership, with 38 physicians putting their name forward for the Board of Directors. Voter turnout saw an incremental increase over the past three years. Members also elected or acclaimed 131 constituency group leaders.

Building on changes to modernize the election process, the OMA continues to enhance its approach to leadership renewal – ensuring a skills-based board and governance structures that reflect the diversity, experience, and insights of the physician community. These efforts help to ensure the right leaders are in place to guide the organization through complex and evolving challenges.

To support continuous improvement and modernization, an in-depth review of the elections process, conducted annually, is now underway. At the same time, work is ongoing around a strategy for ongoing engagement with members who were not elected – recognizing their interest, experience, and potential, while supporting the development of a stronger, more sustainable pipeline of future physician leaders. Recommendations from this year’s review will be brought forward to the board in advance of the 2025-2026 election period.

These leadership pathways are central to renewing representation, strengthening accountability and ensuring OMA leadership continues to represent the diversity of the profession.

## Other Ways to Get Involved



**Submit an idea**  
to the General Assembly



**Join a time-limited working group**  
aligned with your interests or expertise



**Attend the OMA Annual General Meeting**  
(or that of your section or district) to listen, learn and network



**Share your perspective**  
through member surveys, consultations and town hall



**Nominate a colleague**  
through the OMA Awards Program to recognize outstanding leadership and contributions



**Become a healthcare advocate**  
by lending your voice to campaigns and policy efforts



**Mentor emerging physician leaders**  
or express interest in future governance rolls

No matter your practice type, experience level, or availability, [there's a way to get involved](#). Member voice is what powers our progress – and we encourage you to find a path that's right for you.

## Investing in Physician Leadership

Strong physician leadership is foundational to the OMA's ability to represent members, shape health policy and deliver its strategic priorities. Over the past year, the organization continued to invest in the development and support of physician leaders across all levels of governance and organizational involvement.

To strengthen leadership capacity, the OMA enhanced onboarding and learning support, while continuing to foster a culture of continuous development. Board directors receive an annual stipend to support individual learning, and the Board also engages in collective development activities to strengthen its effectiveness. Broader leadership development opportunities are also made available to members across the organization.

In 2024, the OMA launched a new [Physician Leadership Learning Hub](#), and graduated 29 physicians from the third cohort of the [Rotman-OMA Physician Leadership Program](#). The organization also launched the inaugural *Tariff Lead Orientation and Training Day*, attended by 70 members. Participants included tariff leads, section, MIG and fora chairs, as well as General Assembly Compensation Panel members. This offering was designed, with member input, to equip newly appointed tariff leads, and other physician leaders with the knowledge and skills necessary to succeed in their roles, while also fostering connections and building a community of practice among leaders involved in tariff-related matters.

These efforts reflect the OMA’s commitment to building strong, well-supported physician leadership across the organization. Investing in physician leadership not only strengthens our governance and advocacy capacity – it also prepares physicians to lead change more broadly across the health system. By equipping members with the skills, knowledge and confidence to lead, the OMA is helping to shape a more informed, effective, and physician-driven health care future.

## 2025 – The Work Continues

The work of governance is never static – and as the environment continues to shift, so too must our structures, strategies, and approach. In 2025, the board will remain focused on enabling the OMA’s strategic priorities, with particular attention to ongoing mediation for years 2, 3, and 4 as well as the remaining targeted investments of the new Physician Services Agreement. The implementation of Year I and some of the targeted investments of the 2024-28 PSA has begun under the PSC.

We will also continue to strengthen the alignment of governance structures and processes across the organization.

We remain committed to transparency, continuous improvement, and ensuring that governance at the OMA reflects the voices and priorities of Ontario’s doctors. We look forward to continuing this work – together.