



# New Brunswick Medical Society

## Strategic Plan

2026-2028

This strategic plan is designed to take effect on January 1, 2026, for a three-year period ending on December 31, 2028.

This plan focuses on four Key Result Areas (KRAs) which are identified as:

01



Economics and Physician Compensation

02



Physician Wellness and Member Services

03



Public Health and System Advocacy

04



Organizational Excellence and Sustainability

Each of these KRAs is supported by a series of goals and actions. The goals are what the Society is choosing to focus on, and the actions are how the Society will achieve it.

# Introduction

---

The New Brunswick Medical Society (NBMS) is the provincial voice of physicians, providing leadership, advocacy, and support to strengthen healthcare across New Brunswick.

As the professional association representing and serving all practicing, future and retired physicians in the province, the NBMS seeks to ensure competitive, fair and sustainable compensation for medical services, to improve physician health and wellness and to influence policy and the design of the health system to improve patient outcomes.

# Environmental Scan

---

The environmental scan is an important component of the strategic planning process, providing a deeper understanding of the Society's current state and future needs. It included a review of the previous strategic plan, direct engagement with members through in-person sessions and a province-wide survey, and consultations with staff and the Board of Directors.

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was conducted to identify the strategic categories that shaped the Key Result Areas (KRAs). Work with the Board was used to refine the organization's Vision, Mission, and Values, and to validate the KRAs. Insights gathered from all sources informed the overall analysis, and a summary of key findings is presented in the following section.

# Foundational Statements

Foundational statements define and communicate the fundamental purpose, direction, and values of an organization. They serve as anchors for decision-making, strategy, and culture. Foundational statements form the groundwork for strategic planning and ensure alignment of organizational goals, and direction.



## Vision

The NBMS is the trusted voice of physicians in New Brunswick and a catalyst for a healthier future for our members, our profession, and our province.



## Mission

To represent, support, and advocate for physicians in New Brunswick to improve the quality and sustainability of the health care system for all.

# Values

---

## ◆ Patient Centered Care

We are committed to high-quality patient centered care, including timely access.

---

## ◆ Joy in our Work

We are focused on restoring joy and well-being in the health system through purposeful projects and initiatives that matter to the organization, our members and their patients.

---

## ◆ Member Support/Service

We value customer service, working to support our member's personal, professional and financial wellness.

---

## ◆ Adaptability and Innovation

We will be proactive and innovative in our use of technology to prepare for the future of medicine.

---

## ◆ Transparency

We will be open and transparent with information so that members understand how decisions are made, how resources are used, and what outcomes are being pursued.

# Key Result Areas (KRAs)



1

## Economics and Physician Compensation

Physicians are facing pressures from evolving payment models, rising private sector competition, scope creep, and inconsistencies in compensation across practice settings. The NBMS will represent the interests of members by executing on the recently ratified Physician Services Agreement (PSA), influencing government and Regional Health Authorities (RHAs) to create new opportunities for our members, clarifying definitions of medical care, and pursuing strategic advocacy to ensure financial stability, fairness, and sustainable compensation in a rapidly changing healthcare environment.



2

## Physician Wellness and Member Services

The NBMS will support members through accessible services that deliver clear value for dues and provide tools to help physicians practice more effectively and sustainably. As burnout, retention challenges, and rising expectations continue to impact the physician experience, the NBMS will continue to offer programs that support individual wellness while also actively engaging in initiatives that drive and facilitate large-scale system improvements, helping to shape a healthcare environment that benefits both physicians and patients.



3

## Public Health and System Advocacy

Misinformation, public frustration with system challenges, and the perception that physicians are the “face of the problem” can undermine public trust and the profession. The NBMS will continue to proactively advocate for system improvements, support members to share their story, and remain a thought leader in shaping the future of healthcare in New Brunswick.



4

## Organizational Excellence and Sustainability

The NBMS has a strong team, culture, and service capacity. However, improvements in communication and better member understanding of the NBMS’s platforms could grow its impact. The NBMS will modernize its communications and continuously innovate and strengthen both its internal systems, and organizational capacity to support its long-term stability. While doing so, it will continue to focus on fostering the wellness and development of its biggest assets, its employees.

# Key Result Areas, Goals and Actions

Each goal will be supported by a series of actions which can be measured. To be successful, the implementation and achievement of these goals require assignment of work to resources who are given clear timelines and held accountable for the completion of that work. Annual work planning will be a critical part of the successful implementation of this strategic plan.



1

## Economics and Physician Compensation

### Goals

**1.1 Execute the 2025-2029 Physician Services Agreement (PSA) effectively and efficiently while continuing to pursue new opportunities and improvements to physician remuneration.**

### Actions

- a. We will work with the Department of Health to ensure that physicians can realize the full economic potential of the new PSA, including:**
1. The creation of a Standing Committee on Physician Negotiation to provide oversight and input.
  2. The legal drafting and timely execution of the PSA on or before March 31st, 2026, to allow funding to flow to physicians as soon as feasible.
  3. The payment of retroactive payments for the 2025-2026 fiscal year through a new, more effective earnings-based methodology to reduce errors and accelerate process.
  4. The elimination of retroactive payments in future years of the agreement through the development and execution of a timelier distribution process.



## 1

## Economics and Physician Compensation (Continued)

## Goals

## Actions

**1.2 Develop and inform new and modern physician and medical service models in response to the rapidly evolving health system and technology landscape.**

5. The establishment, monitoring, and reporting of clear timelines for the deliverables of the working groups and committees tied to the PSA.
  6. The development and execution of a dedicated engagement plan with members throughout the duration of the PSA to promote new opportunities across all specialties.
  7. The establishment, monitoring, and reporting of financial performance indicators measuring actual Medicare regional health authorities against the projected increases in the PSA.
- a. We will partner with the RHAs and the Department of Health to recruit, move and support Family Medicine Specialists in their transitions to group-based and collaborative care models, including:**
1. The establishment and rollout of the new capitation and funding models for Family Medicine Specialists operating primary care clinics.
  2. The transition of Family Medicine New Brunswick (FMNB) clinics to the new Collaborative Care Clinic model.
  3. The creation of promotional materials and campaigns to inform members of the advantages inherent to the new payment models for patients and providers.
  4. The active recruitment of Family Medicine Specialists to the new models through office visits and direct engagement.
  5. The provision of dedicated transition (i.e. HR, Finance, Process Improvement, Business Planning) services through the NBMS Practice Support Team.



## 1

## Economics and Physician Compensation (Continued)

## Goals

## Actions

**1.3 Ensure compensation models support recruitment, retention, and equity within the profession.**

- a. We will lead an exhaustive national and international review of Fee for Service (FFS) relativity models through the Economics Committee, including:**
1. An independent assessment of the impact of methodology and approach to relativity over the years.
  2. A national review of other provincial and territorial medical associations relativity models and the impacts of their respective approaches.
  3. An international review of relative earnings across medical specialties.
  4. The creation of a public report, as well as recommendations, to be considered by the Board of Directors before the next PSA negotiation.
- b. We will proceed with a systematic review and correction of fee schedules in partnership with the Department of Health to identify potential gender biases that could create inappropriate differing incentives for our patients.**
- c. We will, through the Economics Committee and via other opportunities, investigate the creation of incentives that could improve services to rural and underserved areas, on an ongoing basis, over the course of the PSA, including:**
1. The development of a proposal to clearly map, establish and differentiate rural areas where such incentives could be deployed.
  2. Working in collaboration with the RHAs and the Department of Health to endorse this map as the basis for economic incentives.



## 2

## Physician Wellness and Member Services

## Goals

## Actions

**2.1 Improve physician wellness and reduce burnout across all career stages.**

**a. We will continue to advocate for systemic improvements to health system by working towards the full implementation of our Physician Health Taskforce Roadmap, including:**

1. Maintaining Lead Physician Health Officers in both RHAs with a continued focus on systemic initiatives, not individual interventions.
2. Launching and improving annually upon the “Break the Rules” campaigns to systematically identify, change or eliminate unnecessary barriers for patients and physicians.
3. Measuring changes in physician wellness through a standardized indicator used across both RHAs.
4. Continued engagement with members to identify additional priorities that would drive improvements.

**b. We will provide and improve upon individually tailored health and wellness services, including:**

1. Maintaining “white glove” programs for members and their families.
2. Growing capacity to recruit and maintain Family Medicine Specialists who are ready to provide longitudinal care to our members.
3. Redesigning the leadership program with a focus on in-person learning, networking, flexibility and an on-demand, course by course approach instead of a traditional certificate.



## 2

## Physician Wellness and Member Services (Continued)

Goals	Actions
<p><b>2.1 Improve physician wellness and reduce burnout across all career stages.</b></p>	<p><b>c. We will innovate and reinvent programs based on member's needs, including:</b></p> <ol style="list-style-type: none"> <li>1. Mapping out and better communicating physician health and wellness services available to members within federal and provincial colleges, associations and governments.</li> <li>2. Delivering a comprehensive and in-depth Physician Wellness Survey in 2026 and 2028 to inform and improve programs.</li> <li>3. Developing programs and services against the gaps observed where they can have an impact.</li> </ol>
<p><b>2.2 Enhance practice support services to support effective, sustainable practices.</b></p>	<p><b>a. We will continue to grow the NBMS Practice Support Program in accordance with member demand, including:</b></p> <ol style="list-style-type: none"> <li>1. Increasing capacity to provide HR and business supports to members and their clinics.</li> <li>2. Expanding services to team-based Primary Care Clinics in support of the new models emerging during this PSA cycle, seeking to increase patient attachment and access.</li> <li>3. Increasing the use of EMRs and meaningful use of other enabling technologies to support increased access and better quality of care.</li> <li>4. Tracking demand and utilization monthly to ensure we can always meet and exceed capacity to provide services to members in a timely manner.</li> <li>5. Reviewing our catalog of services quarterly, building on emerging member requests.</li> </ol>



## 2

## Physician Wellness and Member Services (Continued)

## Goals

## Actions

**2.3 Increase meaningful engagement and connection across the membership.**

- a. We will improve member-facing communication tools to focus on promoting member benefits, and to better articulate and explain the business of the NBMS.**
- b. We will tell member stories across all communication platforms as a means to engage and reflect on our shared priorities.**
- c. We will foster and create genuine in-person connection with and amongst members, including:**
  - 1. Delivering a new local engagement strategy that will see the NBMS staff and officials visit every single hospital in the province as well as other clinical sites.
  - 2. Continuing to grow its financial and organizational support to Medical Districts and Medical Staff Offices (MSOs) to enable them to play their role as local thought leaders.
  - 3. Helping convene members and other healthcare providers across the province in a wide variety of networking and learning opportunities.
  - 4. Building on the success of the annual flagship event, the NBMS Health Summit, in collaboration with our health system partners.
- d. We will conduct a member satisfaction survey in 2027 to remain closely informed of member perspectives to ensure we continue to deliver meaningful and measurable value.**
- e. We will continue to grow capacity to convene, understand and respond to our ongoing commitments to diversity, equity, and inclusion.**
- f. We will formally embark on a dedicated reconciliation journey with indigenous nations in New Brunswick, hopefully leading to new ways to understand, engage and care for our friends and neighbours.**



## 3

## Public Health and System Advocacy

## Goals

## Actions

**3.1 Strengthen the NBMS's leadership role in shaping the provincial health system narrative.**

- a. **We will always seek to partner with clinical colleagues, when possible, to speak with one voice to protect and improve the health outcomes of our patients.**
- b. **We will advocate strongly to shift public perception and political commitments to give priority to preventative and population health programs and policies.**
- c. **We will provide thought leadership and policy positions that advocate for the enhanced performance of primary and acute care systems.**
- d. **We will make recommendations for changes to the Regional Health Authority Act and associated bylaws, including:**
  1. Exploring best practices across the country and the world for territory-based health authorities.
  2. Developing options to re-establish clear mechanisms for local and regional medical input in decision-making.
  3. Exploring efficient means to mitigate current centralized decision-making bodies with formalized local consultation, administrative, or governance mechanisms.
  4. Making recommendations to the Department of Health and the Government of New Brunswick so that legislative and bylaw changes can be made in advance of the next provincial election in 2028.
- e. **We will continue to advocate for red tape reduction with the primary objectives of reducing or streamlining government forms and eliminating the use of sick notes through dedicated legislation by 2029.**



## 3

## Public Health and System Advocacy (Continued)

## Goals

## Actions

**3.2 Influence and actively support physician training and recruitment, including students and residents.**

- a. We will influence and actively participate in the recruitment and retention of physicians to the province.
- b. We will advocate for new medical and resident seats across the provincial medical programs.
- c. We will make meaningful connections with and advocate for medical students and residents throughout their respective programs.
- d. We will advocate for comprehensive services to help recruit and settle new physicians across the province.

**3.3 Improve public understanding of physicians' roles, constraints, and contributions.**

- a. We will enhance our digital presence by sharing authentic physician stories across our social platforms, offering the public meaningful insight into the realities of physician's lives.
1. Providing practical advice to patients and the population about when their needs require a physician versus when they can be supported by other primary healthcare providers.
- b. We will identify and bring attention to some of the systemic barriers to care when needed in support of advocacy work with the RHAs and governments.
- c. We will counter health misinformation and strengthen public trust through a series of dedicated public and preventative health campaigns.



## 4

## Organizational Excellence and Sustainability

## Goals

## Actions

**4.1 Continue to strengthen NBMS's team, governance, and culture.**

**a. We will strengthen the NBMS Board of Directors' governance practices, including:**

1. Creating a Board of Directors education and training plan with oversight by the Governance Committee, based on an assessment of needs, at both the individual and collective level.
2. Introducing self-assessments for the members of the Board of Directors.
3. Exploring the creation of an annual joint opportunity for in-person learning, planning and networking for the broader community of members serving on the NBMS Board and/or other NBMS committees.

**b. We will renew our commitment to achieving a higher level of effective bilingualism in the conduct of internal business, while ensuring a rigorous respect for our policies related to external communications.**

**c. We will strive to be the best place to work in Atlantic Canada, including:**

1. Conducting a review of the employee compensation structure against industry peers every two years.
2. Providing yearly increases to salary ranges to match provincial inflation.
3. Maintaining current employee wellness and pension benefits.
4. Providing increased opportunities for training and professional development.
5. Creating a formal long-service award program for employees.
6. Reviewing the employee manual annually to remain best-in-class in terms of working conditions.
7. Measuring performance on a bi-weekly basis through regular employee engagement.



## 4

## Organizational Excellence and Sustainability (Continued)

## Goals

## Actions

**4.2 Improve communication effectiveness and organizational visibility.**

**a. We will review the external website to ensure more effective communication with members and the public, by:**

1. Refreshing the NBMS website to enhance usability and accessibility for members and the public.
2. Removing the requirement for sign-in except in cases where there is personal or sensitive information that cannot be shared with the public.
3. Updating and modernizing the electronic Member Portal for enhanced member experience.

**b. We will develop a more active presence on social media channels beyond Facebook while developing new expertise in the development of short-form video content to increase engagement with all audiences.**

**4.3 Ensure financial and operational sustainability.**

**a. We will enhance the IT security posture by implementing SOC security on our systems, including a document disaster recovery plan.**

**b. We will continue to grow the NBMS's investment portfolio to provide long-term stability for our operations.**

**c. We will pursue opportunities to manage government and RHA programs where there are opportunities to improve services to members while increasing revenue to the organization.**

**d. We will continue to be a good steward of member funds and assets by establishing and following best-in-class financial and internal audit processes.**



# Measuring and Monitoring

A strategic plan is developed at a high level to guide the more detailed planning that happens within an organization annually. Connecting long-range strategic planning with ongoing operations involves developing an action plan that works with the organization's annual cycles of budgeting, funding and program activities.

Each KRA should have an approved work plan for that department, aligned with the goals and actions under that KRA, and outline how and when specific actions will be completed and by whom.

# New Brunswick Medical Society Strategic Plan