EXECUTIVE BRIEF
Board Directors

OMA
Ontario Medical Association

FOR MORE INFORMATION:

Promeus Inc. has been retained to conduct this search on behalf of the Ontario Medical Association. For more information about this Board Director opportunity, please contact anyone on our consulting team:

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SUPPORT AND ADVOCATE FOR ONTARIO'S PHYSICIANS

As the Ontario Medical Association (OMA) continues to advance its mandate, we are seeking dedicated physician leaders to join the Board of Directors. This is an opportunity to contribute to the strategic leadership of a complex provincial association that plays a vital role in supporting Ontario's physicians and improving the healthcare system.

As a board director, you will play a crucial role in steering the OMA's strategy, advocating for the well-being of the members, and ensuring that the voice of physicians is heard in key discussions about healthcare policy. This role will enable you to leverage your skills and passion in a meaningful way, making decisions that will have a lasting impact on the lives of millions. This is not just a board appointment, but a chance to make a significant contribution to the healthcare landscape of Ontario, ensuring it evolves in ways that continue to support the health of Ontarians and the medical profession as leaders in the system.

THE ORGANIZATION

Founded in 1880, the Ontario Medical Association represents Ontario's 50,000-plus physicians, medical students, and retired physicians, advocating for and supporting doctors while strengthening the leadership role of doctors in caring for patients. Our vision is to be the trusted voice in transforming Ontario's healthcare system.

In all facets of its work the OMA aims to put members at the centre while being effective champions and relentless advocates on what matters most to physicians. The OMA's goals are to support our members in leading healthcare system transformation and ensuring competitive compensation and reasonable working conditions for physicians while improving patient outcomes.

THE BOARD OF DIRECTORS

Board Composition:

The Board of Directors ("the board") is comprised of a broad mix of skills, expertise, experience, and diversity, all of which are key for successful oversight of management of the OMA, and development of the OMA's approach to governance. Through a standardized candidate recruitment process, all board directors are elected directly by the OMA membership for a two-year term (may stand for re-election up to two times, six years maximum) and assume office immediately following the Annual General Meeting (AGM), which is held on the first Thursday of May.

The OMA board includes:

- Eleven (11) physician directors
- A board chair and vice-chair, elected by directors from among the directors
- A president, who will also be one of the eleven (11) voting directors
- A president-elect, elected by the members, who will sit as an observer for one year
- An immediate past president who will sit as an observer for one year
- The chair of the OMA's General Assembly Steering Committee as an observer

Board Roles and Responsibilities:

The board, as individuals and as a collective, exercises its fiduciary duties of oversight, care, skill, diligence, and

integrity to ensure effective, efficient, and agile board performance that leads to the OMA's mission realization. Directors of the OMA govern with the goal of enhancing executive decision-making and improving the performance of the organization in serving its members. **Individual board directors do not represent the interests of any single constituency group**, but the interests of **all** members. See the Board Charters and Position Descriptions, which lay out the board's mission, vision, and core values, and define the roles of its members.

The board's duties include the following:

- Provide strategic oversight to the OMA business and the integrity and effectiveness of all affairs of the OMA
- Provide advice and guidance on matters related to risk management and financial stewardship
- Protect the best interests of the OMA as a whole, not the interests of any specific stakeholder entity or constituency
- Consistently be guided by a high standard of integrity and ethics when executing responsibilities
- Act in good faith and demonstrate fiduciary duty to the OMA and its membership
- Other:
  - Be available to regularly attend board meetings, as required, and be prepared by reviewing materials in advance of meetings
  - Participate in board retreats, training and development, as required
  - Attend the Annual General Meeting and General Assembly meetings
  - Serve on committees and task forces of the board as required (every director will be appointed to a board standing committee)
  - Support and mentor new board directors
  - Attend events as requested by the board chair or CEO

Skills and Competencies Sought in Board Directors include:

Knowledge & Skills

- Understanding of the OMA, including its governance policies and the associated legislation that impact the organization
- Knowledge of and experience with board governance best practices
- Knowledge of the Ontario healthcare environment and physician matters, issues, and policies impacting the OMA and its members
- Excellent organizational skills
- Ability to read and understand financial statements and to appreciate the financial implications of strategies, tactics, and transactions proposed by management
- Strategic, generative, and integrative thinking skills
- Strong interpersonal and conflict-resolution skills
- Excellent listening, verbal, and written communication skills
- Effective in using a variety of technologies such as computers, applications, and digital collaboration tools

Leadership Qualities

- Personal integrity and a commitment to collaboration
- Ability to maintain professional, collaborative, and productive working relationships
- Respect for members, staff, and fellow board directors
- Commitment to sharing knowledge and experience for the benefit of the OMA
- Impartiality, objectivity, and open-mindedness
- Desire to strive for consensus or near-consensus decision-making
- Encouragement of candid discussion at meetings of the board and board committees

In addition to the above knowledge, skills, and qualities, the OMA has adopted a matrix of core competencies. It is important that the OMA board be comprised of individuals who collectively possess a balance of skills, knowledge, expertise, and attributes to provide effective oversight. While all competencies are needed to support a well-functioning board, those highlighted in the table below are priority competencies identified for recruitment based on peer-to-peer evaluations, skills inventory, and anticipated future work of the board.

Competency	**Indicators**
Governance & Fiduciary Oversight (PRIORITY FOCUS) *Upholds the board's fiduciary, legal, and ethical responsibilities, ensuring effective oversight of the OMA's governance affairs.*	• Governance training or certification (ICD.D, C.Dir., or equivalent). • Prior experience serving on a board and/or committee. • Demonstrated understanding of fiduciary duties, bylaws, and governance policies of the OMA, as well as their functions across the organization.
Financial, Risk & Business Acumen (PRIORITY FOCUS) *Ensures stewardship of OMA's financial resources and oversight of enterprise risk management.*	• Experience managing or overseeing budgets. • Committee or executive-level experience in finance, audit, or risk. • Ability to interpret and evaluate financial reports and risk frameworks in decision-making.
Innovation & Digital Leadership (PRIORITY FOCUS) *Applies a forward-looking, systems-oriented lens to digital health, IT, analytics, and innovation to enhance OMA's strategic capacity and future readiness.*	• Demonstrated experience with IT governance, digital health, data analytics, or cybersecurity from a systems and transformation perspective. • Examples of using data or digital innovation not only to inform decisions but to anticipate future needs or trends. • Track record of applying or championing future-focused tools (e.g., AI, predictive analytics, interoperability solutions) to shape long-term strategy. • Evidence of digital foresight to prepare for evolving healthcare trends.
Healthcare System & Professional Insight *Brings informed knowledge of Ontario's healthcare system, physician needs, and issues impacting the OMA and its members.*	• Leadership roles in healthcare (hospital, clinical, regulatory, academic, advocacy). • Involvement with OMA sections, districts, or PLG activities. • Example of contribution to health policy, member advocacy, or system change.

Competency	Indicators
	• Experience engaging across multiple areas of the healthcare system (e.g., primary care, hospital, public health, education, research, regulation).
Strategic & Transformational Thinking *Shapes OMA's long-term direction, integrating external trends and internal needs, while adapting to system and organizational change.*	• Experience developing or executing long-term strategic plans. • Evidence of leading or overseeing major transformation initiatives. • Example of measurable organizational or system impact achieved through strategic decision-making.
Equity, Diversity, Inclusion & Accessibility (EDIA) *Advances inclusive governance by actively enabling equity, diversity, inclusion, and accessibility (EDIA) through strategic leadership, while integrating diverse perspectives shaped by lived experience, education, and advocacy into OMA's culture and priorities.*	• Demonstrated leadership in EDIA-related initiatives that drive systemic or structural change in policy, governance, or organizational culture. • Completion of EDIA, anti-bias, equity leadership, or cultural competence education, including knowledge of and advocacy for Truth & Reconciliation practices. • Evidence of embedding EDIA principles into governance, strategy, or decision-making processes to advance equity and representation. • Leadership that reflects a commitment to inclusion beyond personal representation, using influence to elevate equity-deserving voices and perspectives. • Alignment of EDIA leadership efforts with OMA's commitment to health system equity and meaningful physician representation.
Member Engagement, Influence & Advocacy *Enhances the OMA's credibility, influence, and impact by engaging with members, partners, and stakeholders, ensuring their perspectives are reflected in board decision-making, and by effectively advocating on their behalf with key decision-makers.*	• Evidence of building and sustaining trusted relationships across member groups, the healthcare system, and broader communities. • Advocacy or representation roles on behalf of healthcare organizations, physicians or professional associations, including with government, institutions, or other stakeholders. • Track record of shaping policy or public opinion through communication, relationship-building, and thought leadership. • Demonstrated ability to communicate complex issues clearly and persuasively to diverse audiences.

RECRUITMENT 2026

Board directors are elected directly by members during the regular election period. For this election period (2026/2027), the board requires:

- Six (6) board directors (2-year terms)
- One (1) board director (1-year term)
- One (1) president-elect

Conflict of Interest
The OMA's Conflict of Interest Policy serves to identify situations in which a person has a private or personal interest sufficient to appear to influence the objective exercise of their official duties as a Director of the OMA. Applicants will have no real or perceived conflict of interest. Potential conflicts of interest, for oneself or a family member, include affiliation with another board, committee, organization, vendor, supplier, or any other party that has a direct or indirect interest in any business transaction or agreement with the OMA or payment of physicians that could result in benefit. It also includes involvement in any pending legal proceedings involving the OMA.

Application Process
Physician members are invited to respond to the Notice of Election issued November 18, 2026 and closing December 16, 2026, or by submitting their nomination here. After submitting their nomination, each nominee's record will be reviewed against the eligibility criteria and assessed against the board's core competencies. To run for the board of directors, candidates must be eligible to hold office as outlined in the OMA bylaws and not have exceeded the six-year term limit for directors.

All applicants who are eligible to hold office and submit a completed application will be invited to an interview. Following these interviews, Promeus will create candidate overviews summarizing candidates' strengths, as they relate to the board's core competencies, for voters to review. All eligible candidates will be advanced on the elections ballot.

FREQUENTLY ASKED QUESTIONS

What are the eligibility requirements to run for the board of director or president-elect?
To be eligible to hold a board director or the president-elect role, a member must be either,

1. A member:
    a. Who is an Ordinary Member, Honorary Member, or Life Member who was an Ordinary Member immediately before being elected to Life Membership
    b. Who resides or practices in Ontario, and
    c. Who,
        i. Does not hold a certificate of registration that is suspended or has been revoked by the College of Physicians and Surgeons of Ontario,
        ii. Has not surrendered, resigned or renewed their certificate of registration within one year of an investigation by the College or a suspension of their certification by the College,
        iii. Does not hold a certificate of registration that is restricted by the College of Physicians and Surgeons as a result of a finding of professional misconduct, or
        iv. Has not been convicted of an indictable offence under the Criminal Code of Canada, or
2. An ordinary member who is an undergraduate medical student enrolled in one of the accredited medical schools in the province of Ontario

What is the term of appointment?
Two years, renewable (up to 3 terms/6 years).

What is the time commitment?
Board directors will demonstrate a commitment to attend board meetings, participate on committees, and attend events, as required. In addition to in-person board meetings, retreats, and members' meetings, board

directors will be required to serve on a board committee and participate in engagement calls with members. The total number of meetings is estimated to be approximately 20 to 25 meetings per year. Full-day meetings are generally held in person, with meetings shorter than a half day held virtually.

What is the compensation?
Board directors are provided with a monthly stipend for their time. The current annual board director stipend is $29,325.

What are the liabilities? Is there either statutory protection or Directors and Officers liability coverage for acts and omissions of Directors acting in good faith and honestly?
The OMA has Directors and Officers liability insurance for all board directors and officers.

When are the 2027 Board meetings?

- Orientation sessions – TBD
- March 31 – Board meeting (directors-elect would attend as observers)
- May 6 – Annual General Meeting (in Kitchener)
- May 7 – Board meeting (in Kitchener)
- May 29 and 30 – Priority and Leadership Group Meeting
- June 22 – Board retreat
- June 23 – Board meeting
- September 15 – Board meeting
- October 27 – Board meeting
- November 20 and 21 – General Assembly Meeting (in Ottawa)
- December 8 – Board meeting

For a more comprehensive list of questions regarding elections, please visit the OMA's Frequently Asked Questions.

With respect being one of its core values, the OMA treats everyone with dignity and values inclusion and diverse experiences and perspectives. The OMA and Promeus Inc. are committed to building an intentionally inclusive environment that engages, supports, and empowers employment equity and diversity in the workplace and communities served. We welcome and encourage applications from women, racially visible individuals, people with disabilities, Francophone, Indigenous peoples, and 2SLGBTQIA+ persons.