WinterCAPS 2027 Executive Agenda

Navigating Change: Building from Strength, Shaping Our Future

February 8-9, 2027 | Toronto, Ontario

CAPS has long served as the national voice dedicated to advancing and advocating for the surgical care of infants, children, and adolescents in Canada. As the only organization focused specifically on this mission, it occupies a unique and important role in shaping the future of pediatric surgical care, supporting the profession, and influencing the systems in which this care is delivered.

WinterCAPS 2027 provides an opportunity to reflect on the organization's enduring strengths while considering how CAPS can continue to fulfill its mission in an increasingly complex and evolving healthcare environment. Changes in healthcare delivery, education, workforce expectations, technology, and advocacy create both opportunities and challenges that will influence the organization's relevance and impact over the coming decade. Through thoughtful dialogue and collective stewardship, participants will develop a shared vision as to how CAPS can build on its legacy, strengthen its influence, and remain an effective advocate for all Canadian infants, children, adolescents, and their families, through 2035 and beyond.

Retreat Objectives

By the conclusion of WinterCAPS 2027, participants will:

- Understand the strategic forces affecting CAPS and pediatric surgery over the coming decade.
- Confirm the enduring purpose and value of CAPS.
- Identify the challenges and opportunities most likely to shape the organization's future.
- Establish a focused set of strategic priorities for 2027-2030.
- Define what success should look like by 2035.
- Develop an initial roadmap, governance structure, and accountability framework for implementation.

Key Questions

1. Why must CAPS evolve?
2. What should remain central to CAPS regardless of future change?
3. What challenges and opportunities will shape the next decade?
4. Where can CAPS have the greatest impact?
5. What does success look like in 2035?
6. How will strategy be translated into action?

Executive Agenda

Day 1

Understanding the Future and Choosing a Direction

Time	Session	Format
07:15-08:00	Breakfast & Registration	Informal
08:00-09:15	Why CAPS Must Evolve*	Plenary
09:15-10:15	What Must Endure?*	Mixed Breakout Groups
10:15-10:30	Break	
10:30-12:00	Keynote Address - Professor Brian Golden*	Plenary
12:00-13:00	Lunch	
13:00-14:45	Future Environment Assessment*	Thematic Breakout Groups
14:45-15:00	Break	
15:00-17:30	Strategic Choice Workshop*	Mixed Breakouts + Plenary Prioritization
17:30-19:00	Reflection & Free Time	Individual
19:00	Dinner & Social Event	Informal

Day 2

Defining Success and Creating Accountability

Time	Session	Format
07:30-08:00	Breakfast	Informal
08:00-08:30	Validation of Strategic Priorities	Plenary
08:30-09:45	CAPS 2035: Defining Success*	Mixed Breakout Groups
09:45-10:00	Break	
10:00-12:00	Strategic Roadmap, Governance & Accountability*	Working Session
12:00	Adjourn	

***Potential hybrid session**