

2021 ANNUAL REPORT





A MESSAGE FROM THE CEO, JOHN GALLINGER

VALUE FOR OUR CLIENTS

The work CaRMS does is undertaken with the express purpose of providing value to our clients, our stakeholders, and the larger medical education community. As the needs and expectations of our clients change—as they necessarily have throughout the course of the pandemic—so too must the way we meet them. I'm proud to say that the CaRMS team has gone above and beyond to collaborate with our clients to find new and innovative ways to help them achieve their objectives in an ever-changing environment. With the CaRMS team primarily working from home for the entirety of 2021, the way we've engaged with our clients has looked a little different, but the results speak for themselves. I invite you to read our Year in Review (p. 12) to find out more about the improvements we've implemented for the 2021 and 2022 match cycles. From process improvements to standardize the collection and display of provincial eligibility criteria, to time-saving tools for programs, and new structured reference letters, it has all been in the name of better serving our clients.



FEE EQUITY

Fairness and equity have always been a focus for CaRMS, and one big way we've acted on this commitment in the last year is through the introduction of a new more equitable applicant fee model for the R-1 Main Residency Match. This change (p.14) means that applicants wishing to apply to multiple training sites within the same program discipline at a given university no longer have to pay additional fees to do so. Developed in consultation with and endorsed by the organizations representing Canada's medical students and residents, this change ensures financial equity for all R-1 match applicants, while not placing any limits on their freedom to apply to their choice of training sites. It will improve access to opportunities within Family Medicine, as the choice to apply to programs with multiple sites will not be constrained by cost. It will also allow universities to continue to offer distributed training sites without putting financial strain on applicants wishing to apply to multiple locations.

DIVERSITY IN MEDICAL EDUCATION

As our community works to find ways to make the world of medical education more inclusive and diverse, CaRMS is doing all that we can to support and inform these efforts. The CaRMS self-identification questionnaire being launched in the 2022 R-1 Main Residency Match will help us to evaluate current application, selection, and match processes in relation to equity, diversity, and inclusion—and to set goals for the future. We all want processes, tools and practices that are truly equitable and inclusive, and that value diversity. Working together, we can make it happen.

On behalf of the CaRMS team, I would like to extend my gratitude for a year that has been characterized by innovation, collaboration, and shared success. I am confident that 2022 will see us make further progress, together.



John Gallinger

CHIEF EXECUTIVE OFFICER



A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

Safety, fairness, and equity have been hallmarks of the CaRMS Match from its inception.

DR. ERIC PETERS

A STRATEGY FOR SUCCESS

The unique value CaRMS provides as an independent steward of the application, selection, and match process hinges on the organization's enduring values of safety, objectivity, fairness and equity. Our active and engaged Board of Directors, which draws on the expertise of a broad base of medical education stakeholders, helps shape how CaRMS applies these values in our daily work.

One of the important roles the CaRMS Board of Directors plays is guiding the development of CaRMS' strategic plan (p.14). This plan is what steers CaRMS in the fulfillment of its mission and vision, and it is how we ensure that our sights are set on what matters most. Board members, with their unique perspectives from their nominating organizations, help ensure CaRMS' strategic planning continues to capture the essence of what matters to our clients and stakeholders, as well as what is necessary for our sustainability and success. In this year's strategic planning cycle, we also reviewed CaRMS' mission and vision to ensure that these guiding statements continue to be in alignment with the evolving medical edu-

cation environment and CaRMS' role within it. The result of this work and reflection is a refreshed mission and vision (p.7 and 12) that reflects CaRMS' direction and objectives over the coming years.

EQUITY, DIVERSITY, AND INCLUSION

Safety, fairness, and equity have been hallmarks of the CaRMS Match from its inception, and CaRMS is committed to working closely with our clients and stakeholders to continuing to ensure these values are reflected in the services we provide. As our world evolves, so too must our approach to ensuring the environments in which we operate, the processes we follow, and the tools we use are designed and employed in a way that welcomes and encourages equity, diversity, and inclusion.

As we close the book on 2021, I want to sincerely thank my colleagues on the CaRMS Board of Directors, the CaRMS team, and our clients and stakeholders for their dedication and collaboration over the past year. I look forward to continuing our work in 2022.



ABOUT US

MISSION

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THE CANADIAN RESIDENT MATCHING SERVICE (CaRMS)

is a national, independent, not-for-profit, fee-for-service organization that provides a fair, objective and transparent application and matching service for medical training throughout Canada.

CaRMS plays a highly valued role in supporting and enhancing the excellence of the Canadian health care education system and strives to ensure all of its services meet the highest standards for accuracy, transparency, fairness and equity.

GOVERNANCE AT CaRMS

CaRMS' member organizations and stakeholders recommend directors and the CaRMS Governance Committee prepares a slate of nominations for Board vacancies, which are presented to the Board for approval and subsequently for member organization approval at the annual members' meeting.

Once elected or appointed to the Board, directors with their unique perspectives from their member or stakeholder organizations act in a fiduciary capacity on behalf of CaRMS in their deliberations and in their decisions.

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MEMBER ORGANIZATIONS

- Association of Faculties of Medicine of Canada (AFMC)
- Canadian Federation of Medical Students (CFMS)
- College of Family Physicians of Canada (CFPC)
- Canadian Medical Association (CMA)
- Fédération des médecins résidents du Québec (FMRQ)
- Fédération médicale étudiante du Québec (FMEQ)
- Federation of Medical Regulatory Authorities of Canada (FMRAC)
- HealthCareCAN
- Resident Doctors of Canada (RDoC)
- Royal College of Physicians and Surgeons of Canada (RCPSC)





ABOUT US

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OUR MISSION is to serve as trusted stewards, builders and innovators of data-informed application and matching services.

STRATEGIC PLANNING

In 2021, the CaRMS' Board of Directors and leadership team embarked on a substantial renewal of our organizational strategy, building on our four strategic themes, Service Excellence and Continuous Improvement, Superior CaRMS Experience, Financial Stewardship, and Strong and Valued Stakeholder Relationships. With a focus on what matters to our clients and stakeholders and an updated vision and mission statement to guide us, specific client perspective goals within each of the thematic areas were reviewed, adjusted and created.

CaRMS' CLIENT PERSPECTIVE GOALS

- CaRMS' products and services are easy for clients to access and use effectively to meet their needs.
- Our products and services will reduce work effort and optimize data-informed decision making, leading to better outcomes for our clients.
- CaRMS' flexible suite of products and services meet client needs throughout the entirety of the clients' application, selection, and match work processes.
- Our products and services will help enable our clients' ability to fulfill their respective EDI mandates.
- Clients and stakeholders see CaRMS' financial management as fair, responsible, and consistent.
- CaRMS anticipates and adapts to changing circumstances to the benefit of our clients.



BOARD OF DIRECTORS

June 1, 2020 – May 31, 2021



Dr. Eric Peters

*Director-at-large
Chair*

Anesthesiologist
Sainte-Justine Hospital, Montréal



Dr. Linda Inkpen

*Director (to Nov 2020)
Vice-Chair (to Nov 2020)*

Registrar
College of Physicians and Surgeons
of Newfoundland and Labrador



Federation of
Medical Regulatory
Authorities of Canada
Fédération des
ordres des médecins
du Canada



Ms. Fleur-Ange Lefebvre

Director (from Nov 2020)

Executive Director
Federation of Medical Regulatory
Authorities of Canada



Federation of
Medical Regulatory
Authorities of Canada
Fédération des
ordres des médecins
du Canada



Dr. Andrew Warren

*Director
Vice-Chair (from Nov 2020)*

Associate Dean
Postgraduate Medical Education
Dalhousie University



THE ASSOCIATION OF FACULTIES
OF MEDICINE OF CANADA
L'ASSOCIATION DES FACULTÉS
DE MÉDECINE DU CANADA



Dr. Michael Ertel

*Director
Treasurer*

VP, Medicine and Quality
BC Interior Health Authority



HealthCareCAN
Leading. Innovation. Together.



Mr. John Gallinger

CEO (ex officio non-voting)

Canadian Resident Matching Service



carms



Dr. Odell Tan

Director
Medical Resident
McMaster University



CFMS FEMC
Global Health Program
Programme de santé mondiale



Dr. Roxanne St-Pierre-Alain

Director
Medical Resident
Université de Montréal



FMEQ
Fédération médicale
étudiante du Québec



Dr. Cheryl Holmes

Director
Associate Dean
Undergraduate Medical Education
University of British Columbia



AFMC
THE ASSOCIATION OF FACULTIES
OF MEDICINE OF CANADA
L'ASSOCIATION DES FACULTÉS
DE MÉDECINE DU CANADA



Dr. Terry Colbourne

Director (to Oct 2020)
Medical Resident
University of Manitoba



Resident
Doctors
of Canada
Médecins
résidents
du Canada



Dr. Alana Fleet

Director (from Oct 2020)
Medical Resident
University of British Columbia



Resident
Doctors
of Canada
Médecins
résidents
du Canada



Dr. Olivier Fortin

Director
Medical Resident
McGill University



FÉDÉRATION DES
MÉDECINS RÉSIDENTS
DU QUÉBEC



Dr. Céline Leclerc

Director
Associate Professor
Student Affairs Director
Université Laval



AFMC
THE ASSOCIATION OF FACULTIES
OF MEDICINE OF CANADA
L'ASSOCIATION DES FACULTÉS
DE MÉDECINE DU CANADA

BOARD OF DIRECTORS CONTINUED



Dr. Tom McLaughlin
Director
 Pediatrician
 BC Children's Hospital



Dr. Wanda Parsons
Director
 Family Physician (retired)



Dr. Kaylynn Purdy
Director
 Medical Resident
 University of Alberta



Dr. Franco Rizzuti
Director (to Nov 2020)
 Medical Resident
 University of Calgary



Dr. Sarah Zahabi
Director (from Nov 2020)
 Medical Resident
 Western University



Dr. Jay Rosenfield
Director
 Professor Emeritus
 University of Toronto



Dr. Inge Schabert
Director-at-large
 Associate Professor, Family Medicine
 McMaster University



BOARD COMMITTEES

June 1, 2020 – May 31, 2021

Awards

Dr. Jay Rosenfield	Committee Chair
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Wanda Parsons	Director
Dr. Nick Busing	Non-Board community leader
Ms. Janet McHugh	Non-Board community leader
Ms. Hanene Mankour	Non-Board student leader
Mr. Eric Zhao	Non-Board student leader
Dr. Valérie Massey	Non-Board resident leader
Dr. Michael MacGillivray	Non-Board resident leader

Executive

Dr. Eric Peters	Board and Committee Chair
Dr. Linda Inkpen	Vice-Chair (<i>to Nov 2020</i>)
Dr. Andrew Warren	Vice Chair (<i>from Nov 2020</i>) AFMC-nominated Director
Dr. Michael Ertel	Treasurer
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Franco Rizzuti	CFMS-nominated Director (<i>to Nov 2020</i>)
Dr. Kaylynn Purdy	CFMS-nominated Director (<i>from Nov 2020</i>)

Finance and Audit

Dr. Michael Ertel	Treasurer and Committee Chair
Dr. Eric Peters	Board Chair (<i>ex officio</i> voting)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Franco Rizzuti	Director (<i>to Nov 2020</i>)
Dr. Odell Tan	Director (<i>from Nov 2020</i>)
Dr. Olivier Fortin	Director
Dr. Cheryl Holmes	Director
Ms. Jennifer Sondergaard	Non-Board subject expert

Governance

Dr. Terry Colbourne	Committee Chair (<i>to Oct 2020</i>)
Dr. Tom McLaughlin	Committee Chair (<i>from Oct 2020</i>) Director
Dr. Eric Peters	Board Chair (<i>ex officio</i> voting)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Linda Inkpen	Director (<i>to Nov 2020</i>)
Ms. Fleur-Ange Lefebvre	Director (<i>from Nov 2020</i>)
Dr. Kaylynn Purdy	Director
Dr. Andrew Warren	Director
Dr. Roxanne St-Pierre-Alain	Director (<i>from Nov 2020</i>)

Research and Data

Dr. Inge Schabort	Committee Chair
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Céline Leclerc	Director
Dr. Franco Rizzuti	Director (<i>to Nov 2020</i>)



ABOUT US
MISSION
VISION
VALUES

OUR VISION is to provide the best possible outcomes through safe, fair, and equitable application and matching systems.

A YEAR IN REVIEW

ENGAGEMENT WITH THE MEDICAL EDUCATION COMMUNITY

In 2021, the pandemic continued to change the way we work, however one thing remained constant – our commitment to deliver the products, services and support our clients have come to expect. We continued to work closely with our stakeholders to ensure that we understood the impact that the pandemic has had on medical education and that we adapted our services to meet those evolving needs.

Though some changes were implemented for all of the matches, including the first fully national Family Medicine/Enhanced Skills Match, every phase of the R-1 Main Residency Match (R-1 match) was impacted, as well as several processes that support the match. 2021 marked the successful completion of the first fully remote match cycle, which was also run under a new compressed timeline with no visiting electives and virtual interviews. CaRMS' match data confirmed that there was no significant variation in the pre- and post-pandemic outcomes in relation to applications, interviews, ranking and matching. Through the AFMC Resident Matching Committee (ARMC), CaRMS also collaborated on the development of the 2022 R-1 match timeline, working with the committee to balance the needs of applicants and programs.

Over the last couple of years, CaRMS was also able to reduce the cycle time between **ROL submission to release of match results** by three days. Through these efficiencies and automation, CaRMS was able to meet our clients' need for reduced wait time between decision making and the match outcomes.

This year also presented an increasing focus and engagement on Equity, Diversity and Inclusion (EDI) matters, in particular, a desire for EDI-centred match data and selection activities. CaRMS will be



gathering diversity data to inform stakeholders on the current state and future progress regarding application, selection and matching and to enable EDI initiatives for application and program selection. All data collection, and the provision of data to individual programs, is at the discretion of each applicant. The goal is to create the most complete data set, while respecting the rights of individual applicants.

CaRMS also made a notable change to our privacy policy this year. As of October 4, 2021, CaRMS will not provide access to information or documents that are collected from or provided by a third party and are not directly viewable by the applicant through the online application platform. Maintaining the confidentiality of reference materials and other third-party assessment information better enables them to perform their intended purpose as candid and objective evaluation tools, keeping the match safe and fair for everyone.

IMPROVING THE CLIENT EXPERIENCE

In 2021 CaRMS remained committed to improving our online platform and services. CaRMS places great value on working directly with clients and users, throughout our development cycle, to create, improve and test new tools and functionality. Some of the enhancements we implemented for the 2022 match cycle include improvements to the personal letter within the application, the creation of provincial criteria templates for postgraduate offices, the implementation of a fully electronic document process, and the development and implementation of two new Family Medicine mass submission tools and a Family Medicine and an Emergency Medicine structured reference letter.

As CaRMS continued to look for opportunities to better serve our clients and help with a compressed timeline, we implemented a legal status verification feature which allowed 85 per cent of applicants to have their legal status pre-validated by other organizations. This leveraging and sharing of work saved postgraduate offices significant time and effort.

Once again, this year, CaRMS published match reports containing 2021 data sets. CaRMS also released detailed school data reports to each of the 17 faculties, containing over 50 pages of comprehensive metrics, data tables and charts to show current and historical perspectives on both a national and school level. CaRMS also held our first virtual [CaRMS Forum](#), enabling us to reach large, engaged audiences for discussion about match data.

CaRMS' COMMITMENT TO FEE EQUITY

Over the past several years, there has been a dramatic growth in the number of distributed training sites for Family Medicine and a number of other disciplines. As applicants have traditionally paid an application fee for each program site they applied to, this growth has meant that in order to access all available opportunities, applicants to multi-site programs had to pay considerably more than applicants to single-site programs. To achieve greater financial equity for all applicants regardless of their chosen career path in this changed environment, R-1 program application fees are now charged for each program discipline an applicant applies to at a university (university + discipline) rather than for each program site (university + discipline + training site). The new fee model was developed in consultation with, and endorsed by, the organizations representing Canada's medical students and residents.

Over the past five years, CaRMS has introduced fee reductions that have amounted to savings of approximately 25 per cent for applicants applying to the average 21 programs. These successive fee decreases are reflective of our commitment to value for money and responsible financial stewardship. The changes introduced for the 2022 R-1 match build on this strong foundation and are in the interests of achieving greater financial equity for applicants.



ABOUT US MISSION VISION VALUES

**CaRMS WILL CONDUCT
ALL OF ITS AFFAIRS ACCORDING
TO THE FOLLOWING VALUES:**

Fairness,
Objectivity,
Reliability,
Transparency.

2021 MATCH HIGHLIGHTS

R-1 Main Residency Match

Applicants matched

3,272



2,852

Canadian medical graduates (CMGs) matched

94.5% of current year CMG graduates matched in the 1st iteration



410

International medical graduates (IMGs) matched

*1,358 IMGs participated in the match
Participation is down by 21.2% from 2019*



10

United States medical graduates (USMGs) matched

Continued interest in Family Medicine



45.8% of positions in 1st iteration were in Family Medicine

31.4% of CMGs selected Family Medicine as their 1st choice discipline



Family Medicine/ Enhanced Skills Match

230
matched with

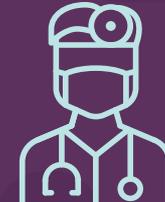
310
participating



Pediatric Subspecialty Match

86.7%
match rate

85
applicants matched



Medicine Subspecialty Match

515
individuals matched in both first and second iteration

93.7%
matched to their first choice discipline

General Internal Medicine continues to be the top discipline choice

STATEMENT OF REVENUE SOURCES AND USES

As of May 31, 2021

REVENUE SOURCES		2020-2021
R-1 IMGs	\$	1,840,105
R-1 CMGs	\$	2,129,144
Institution fees	\$	1,301,599
Advanced matches (applicants)	\$	490,030
Ancillary services	\$	124,044
Translation services	\$	298,136
Interest on investments	\$	(74,839)
Admissions	\$	154,164
ERAS fees	\$	10,811
Government subsidies	\$	298,777
		\$ 6,571,971
Revenue sources		\$ 6,571,971

REVENUE USES		2020-2021
Expenses		
Salaries and benefits	\$	(4,998,121)
Application & matching maintenance, support and development	\$	(373,157)
Rent and other building expenses	\$	(247,585)
Translation services	\$	(203,141)
(Match) transaction fees	\$	(169,990)
Travel	\$	(670)
Communications	\$	(20,056)
Office expenditures	\$	(66,414)
Professional fees	\$	(33,240)
Governance	\$	(21,628)
Interest and bank charges	\$	(8,840)
Brokerage fees	\$	(45,471)
Information technology expense	\$	(312,565)
		\$ (6,500,878)
Change in non-cash working capital	\$	(299,341) ¹
Investing activities		\$ 1,112,315
Acquisition of capital assets		
Computer equipment	\$	(19,217)
Total acquisition of capital assets		\$ (19,217)
Financing activity		
Capital lease payments	\$	(73,002)
Revenue uses		\$ (5,780,123)

Net increase/Decrease in cash or cash equivalents

\$ 791,848

¹Accounts receivable, prepaid expenses, accounts payable, accrued liabilities and deferred revenue

REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENT

To the members of Canadian Resident Matching Service

Opinion

The summary financial statement, which comprise the summary statement of revenue sources and uses for the year ended May 31, 2021 and related note, are derived from the complete audited financial statements of Canadian Resident Matching Service (CaRMS) for the year ended May 31, 2021.

In our opinion, the summarized financial statement derived from the audited financial statements of Canadian Resident Matching Service for the year ended May 31, 2021 is a fair summary of those financial statements, in accordance with the basis described in the related note.

Summary Financial Statement

The summary financial statement does not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statement, therefore, is not a substitute for reading the complete audited financial statements of Canadian Resident Matching Service and the auditor's report thereon.

The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated October 1, 2021.

Management's Responsibility for the Summary Financial Statement

Management is responsible for the preparation of a summary of the audited financial statement on the basis described in the related note.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statement is a fair summary of the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements."

WELCH LLP

Chartered Professional Accountants
Licensed Public Accountants
Ottawa, Ontario
October 1, 2021

Note: The information selected by management for presentation in the Summarized Annual Financial Statement has been identified as being the most pertinent and useful financial data for inclusion in the CaRMS annual report.

