



2018 ANNUAL REPORT



A valued partner in medical education

A MESSAGE FROM THE CEO, JOHN GALLINGER

What matters to our clients and stakeholders matters to us




John Gallinger
CHIEF EXECUTIVE OFFICER

CaRMS has accomplished a lot over the past year, but we could not have done any of it without the strong partnerships we enjoy with our clients and stakeholders across the entire breadth of medical education. These relationships, built on a foundation of trust and shared commitment to Canada's health care system, help us address important and complex issues. You'll learn more about some of the exciting ways we are working together as you read further in this report, but the common thread that runs through it all is the idea of value. To CaRMS, being a good partner means *adding value*.

Value means many things. This year, it has meant further lowering match fees to give our clients the

most value for their dollar. It has meant providing data and insights to help inform important decisions and working with stakeholders to ensure we're providing what they need, when they need it.

It has meant helping build innovative solutions to challenges like interview communication and application volume in Family Medicine programs. It has meant informing and supporting work to address the issue of unmatched CMGs. It has also meant helping to standardize selection processes through our work on BPAS, and implementing initiatives to reduce applicant uncertainty during the application and match process.

This emphasis on value shapes everything we do at CaRMS. What matters to our clients and stakeholders matters to us, and this is what directs our focus. We've been working hard to build a superior CaRMS experience with client-driven enhancements to our systems and processes, as well as on-going efforts to ensure the

application and match process is clear, informed and efficient. This work will continue and the results – be they incremental improvements or transformative change – will ultimately be shaped by you, our clients and stakeholders.

Our work this year would not have been possible without the support of our Board of Directors, led by Dr. Janice Willett. As this year has been Janice's last as Chair, I would like to offer a sincere thanks for her commitment to CaRMS' mission and vision, and the wisdom and insight she has exercised in this crucial role. I also extend a warm welcome to our new Board Chair, **Dr. Eric Peters**, as well as our other incoming board members.

The entire CaRMS team has been honoured to serve you over the past year, and we are looking forward to what we will accomplish together in the year to come.

Reflecting on another successful year

A MESSAGE FROM THE CHAIR OF THE BOARD
OF DIRECTORS, DR. JANICE WILLETT

The strong relationships we have with our stakeholders are central to the achievement of our objectives



A stylized, handwritten signature in purple ink that reads "J Willett".

Dr. Janice Willett

CHAIR OF THE BOARD
OF DIRECTORS

Governance is an important aspect of any organization. It was nearly 50 years ago that learners, faculty, hospitals, the colleges, and licensing authorities banded together to create what would ultimately become CaRMS. In doing so, they drew upon the strong sense of community that permeates medical education in Canada – something that persists today. We share our triumphs and our challenges, we applaud the innovation of our peers and make a point of mentoring the next generation. Above all, we recognize that the success of postgraduate medical education in Canada – and the residency application and selection system at its core – is a collective responsibility.

CaRMS Board of Directors, nominated by member organizations, have experience in every corner of Canada's postgraduate medical education system. The board's diversity of knowledge and experience ensures that CaRMS' strategic direction, as well as our day-to-day services and support, are reflective of the needs and views of the entire spectrum of medical education. Of particular note, the board mirrors the composition of the community at large by incorporating significant learner representation with six board directors nominated by learner organizations.

This idea of community is what has fuelled all the collaborative work CaRMS has done with our stakeholders and partners over the past year, and it is what will continue to power our ongoing efforts at continuous improvement of both CaRMS' services and the larger application and selection process. The strong relationships we have with our stakeholders are central to the achievement of our objectives; they influence how we approach issues and the actions we take.

These relationships also help us stay on top of the changing dynamics in the medical education environment that impact the work we do.

For the past six years, including two as Chair, I have been privileged to be a member of the CaRMS Board of Directors – an extraordinary team of individuals who dedicate their time and energy to enhancing so many aspects of our community. I have enjoyed working closely with them, and with all of you. In this spirit, the CaRMS Board is pleased to welcome new Chair Dr. Eric Peters, a Pediatric and Obstetric Anesthesiologist in Montréal who has served on the CaRMS Board for seven years, and Vice-Chair Dr. Linda Inkpen, who brings with her a wealth of experience in medical education.

On behalf of the CaRMS Board, I would also like to extend a sincere thank you to John Gallinger, our CEO, for his continued vision and leadership as he guides the CaRMS team toward the achievement of the organization's strategic priorities.



Helen Tang, Medical Student

| About

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.

| Core purpose

Our core purpose is to facilitate career decision-making by medical learners based on the greatest compatibility of preference between medical learners and programs within faculties of medicine.

| Mission

Our mission is to serve as an independent, arms-length provider of a client-centred, fair, transparent, and equitable matching service for medical education in Canada.

| Vision

As a trusted partner in the medical education community in Canada, our vision is to provide a matching service that meets the needs of its clients and supports the healthcare system in meeting the needs of Canadians.

| Values

CaRMS will conduct all of its affairs according to the following values: fairness, objectivity, reliability and transparency.

Governance at CaRMS

CaRMS is governed by a volunteer Board of Directors selected by election or appointment. 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.

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)



Dr. Christophe Cloutier Lambert
Medical Resident

Building the future of Canada's health care system



Sarah Zahabi, Medical Student

Board of Directors

JUNE 1, 2017 – MAY 31, 2018



Dr. Janice Willett

Chair

Associate Dean, Faculty Affairs
Northern Ontario School of Medicine



Dr. Preston Smith

Vice-Chair (to Jan 2018)

Dean, College of Medicine
University of Saskatchewan



Dr. Brendan Carr

Treasurer (to Apr 2018)

Vice-Chair (from Apr 2018)

President and CEO
William Osler Health System



Dr. Catherine Cervin

Treasurer (from Apr 2018)

Vice-Dean, Academic
Northern Ontario School of Medicine



Mr. John Gallinger

CEO (ex officio non-voting)

Canadian Resident Matching Service



Dr. Tavis Apramian

Director

Medical Student, Schulich
School of Medicine & Dentistry
Western University



Mr. Samuel Bergeron

Director (from Oct 2017)

Medical Student, Faculty of Medicine
University of Montréal



Dr. Sylvain Coderre

Director

Associate Dean, Undergraduate
Medical Education, Cumming School of Medicine
University of Calgary



Dr. Terry Colbourne

Director

Medical Resident, Internal Medicine
University of Manitoba



Dr. Bryce Durafour

Director

Medical Resident, Neurology
Queen's University



Dr. Michael Ertel

Director (from May 2018)

VP, Medicine and Quality
BC Interior Health Authority



Dr. Linda Inkpen

Director (from Oct 2017)

Registrar, College of Physicians
and Surgeons of Newfoundland
and Labrador



BOARD OF DIRECTORS CONTINUED



Dr. Anthea Lafrenière

Director (to Oct 2017)

Medical Resident, Anatomical Pathology
University of Ottawa



Dr. Céline Leclerc

Director (from May 2018)

Associate professor,
Student Affairs Director
Université Laval



Dr. Wanda Parsons

Director (from Oct 2017)

Associate Professor, Family Practice
Unit and Assistant Dean of Admissions
Memorial University of Newfoundland



Dr. Eric Peters

Director

Medical Resident, Anesthesiology
& Adult Critical Care
University of Montréal



Dr. Franco Rizzuti

Director (from Oct 2017)

Medical Resident, Public Health
and Preventative Medicine
University of Calgary



Dr. Jay Rosenfield

Director

Vice-Dean, Medical Education
Schulich School of Medicine & Dentistry
Western University



Dr. Inge Schabort

Director-at-large

Associate Professor, Family Medicine
McMaster University



Adrianna Gunton, Medical Student

Board Committees

June 1, 2017 – May 31, 2018

Awards

Mr. Samuel Bergeron	Non-Board student leader <i>(from Oct 2017)</i>
Dr. Nick Busing	Non-Board community leader
Dr. Christian Campagna	Non-Board resident leader
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Rocco Gerace	Committee Chair <i>(to Oct 2017)</i>
Dr. Margaret Moores	Non-Board resident leader
Dr. Wanda Parsons	Director <i>(from Oct 2017)</i>
Dr. Jay Rosenfield	Committee Chair <i>(from Oct 2017)</i>
Dr. Janice Willett	Board Chair
Mr. Eric Zhao	Non-Board student leader

Executive

Dr. Brendan Carr	Treasurer <i>(to Apr 2018)</i> Vice-Chair <i>(from Apr 2018)</i>
Dr. Catherine Cervin	AFMC-nominated Treasurer <i>(from Apr 2018)</i>
Dr. Bryce Durafour	CFMS-nominated Director
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Preston Smith	AFMC-nominated Director <i>(to Jan 2018)</i> Vice-Chair <i>(to Jan 2018)</i>
Dr. Janice Willett	Board Chair and Committee Chair

Finance and Audit

Mr. Samuel Bergeron	Director <i>(from Oct 2017)</i>
Dr. Brendan Carr	Treasurer and Committee Chair <i>(to Apr 2018)</i>
Dr. Catherine Cervin	Treasurer and Committee Chair <i>(from Apr 2018)</i>
Dr. Bryce Durafour	Director
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Franco Rizzuti	Director <i>(from Oct 2017)</i>
Ms. Jennifer Sondergaard	Non-Board subject expert
Dr. Janice Willett	Board Chair

Governance

Dr. Terry Colbourne	Director
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Linda Inkpen	Director <i>(from Oct 2017)</i>
Dr. Eric Peters	Committee Chair
Dr. Janice Willett	Board Chair

Research and Data

Dr. Tavis Apramian	Director
Dr. Catherine Cervin	Committee Chair
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Franco Rizzuti	Director <i>(from Oct 2017)</i>
Dr. Inge Schabort	Director-at-large <i>(from Oct 2017)</i>
Dr. Christel Woodward	Non-Board subject expert <i>(to Oct 2017)</i>

A Year in Review

| Client and stakeholder engagement

In 2018, CaRMS continued to focus on collaboration and engagement with our member and stakeholder organizations. CaRMS met regularly with the four learner organizations ensuring optimal information sharing and making certain their voices were heard.



CaRMS continued to work with stakeholders to address the issue of unmatched CMGs. Through various committees and with individual stakeholders, CaRMS ensured there was a clear understanding of all facets of the issue and brought our expertise and data to conversations about potential policy or system changes.

In 2018, CaRMS used the Canadian Conference on Medical Education (CCME) as an opportunity to engage clients and stakeholders at both the CaRMS Forum and at a new CaRMS stakeholder engagement session designed to highlight current opportunities for improvement and potential solutions.

We also launched an initiative with Family Medicine, with a lens on the selection experience. We continue to actively work with a small group of stakeholders to target pain points and recommend process improvements for consideration.

In 2018, CaRMS and the Association of Faculties of Medicine Canada (AFMC) signed a new service contract to govern the administration of the four postgraduate residency training matches managed by CaRMS. The new contract replaces the previous individual institutional agreements between CaRMS and Canada's 17 faculties of medicine.

| Improving the client experience

In the spring of 2018, CaRMS launched a new website. This new site was built to directly respond to the information needs of our clients and stakeholders. Using data gleaned through comprehensive client consultation and analytics, we have created a new online client experience that will help visitors to carms.ca access the information they are looking for quickly and easily. Complimentary to the launch of the new website was the creation of the new CaRMS Help Center. The Help Center was designed to be a single repository for information and data-driven content for both CaRMS and our clients and stakeholders.



CaRMS also continued our work on a CaRMS Interview Communication System Committee, providing input and direction on the development of an effective interview communication system. Throughout 2018, we also made great strides in our work with Best Practices in Applications and Selection (BPAS), providing input and direction on how CaRMS'

processes and online platform could be used to support BPAS principles and practices. CaRMS also convened the Application Review Committee, responsible for the review of CaRMS Online, making a total of six recommendations, which will be completed for the 2019 match cycle.

| Financial stewardship

As a not-for-profit, fee-for-service organization CaRMS is committed to providing exceptional service at the lowest possible cost to our clients. Further to a fee freeze in 2016-2017, CaRMS reduced match participation fees, for applicants and faculties, by two per cent for all matches, while also doubling the number of program applications included in the R-1 match participation fee.

We stay committed to continuing to work closely with clients and stakeholders to ensure ongoing financial transparency and fairness.



2018 Match Highlights

R-1 MAIN RESIDENCY MATCH

- 3,230 applicants matched
 - 2,808 Canadian medical graduates (CMGs)
 - Majority (81.7%) accepted into one of their top three ranked choices
 - 398 international medical graduates (IMGs)
 - 24 United States medical graduates (USMGs)
- Continued interest in Family Medicine
 - Over 33% of CMGs chose Family Medicine as their first-choice discipline

FAMILY MEDICINE / EMERGENCY MEDICINE MATCH

- 126 matched with 196 participating
- Decrease of 9 positions

MEDICINE SUBSPECIALTY MATCH

- 478 matched in both first and second iteration
- 95.2% matched to their first choice discipline in the first iteration
- Most popular career choice: General Internal Medicine

PEDIATRIC SUBSPECIALTY MATCH

- 94 matched
- All matched applicants matched to their first-choice discipline
- Most popular career choice: Pediatric Emergency Medicine

For more information on CaRMS' matches and to access full match reports, visit the [DATA AND REPORTS](#) section of our website.



Dr. Kaylynn Purdy, Medical Resident

Statement of revenue sources and uses

AS OF MAY 31, 2018

Revenue sources

2017-2018

R-1 IMGs	\$ 1,689,345
R-1 CMGs	\$ 2,554,363
Institution fees	\$ 1,291,011
Advanced matches (applicants)	\$ 385,568
Ancillary services	\$ 158,458
Translation services	\$ 242,597
Interest on investments	\$ 207,711
Admissions	\$ 113,951
ERAS fees	\$ 11,153

\$ 6,654,157

Revenue sources

\$ 6,654,157

Net increase/Decrease in cash or cash equivalents

Revenue uses

2017-2018

Expenses	
Salaries and benefits	\$ (4,607,825)
Application & matching maintenance, support and development	\$ (235,542)
Rent and other building expenses	\$ (263,300)
Translation services	\$ (141,827)
(Match) Transaction fees	\$ (202,436)
Travel	\$ (72,812)
Communications	\$ (104,712)
Office expenditures	\$ (184,452)
Professional fees	\$ (87,287)
Governance	\$ (314,981)
Interest and bank charges	\$ (7,446)
Brokerage fees	\$ (70,966)

\$ (6,293,586)

Change in non-cash working capital \$ (342,383)¹

Investing activities

Additions to reserves \$ (500,000)

Acquisition of capital assets

Computer equipment	\$ (23,146)
Software	\$ (65,000)
Furniture	\$ (2,751)
Total acquisition of capital assets	\$ (90,896)

Financing activity

Obligations under capital lease \$ (95,228)

Revenue uses \$ (7,322,093)

\$ (667,936)

¹ Accounts Receivable, Prepaid expenses, Accounts payable, accrued liabilities and deferred revenue

Report of the independent auditor on the summarized financial statement

To the Members of

CANADIAN RESIDENT MATCHING SERVICE

The accompanying summarized financial statement, which comprise the statement of revenue sources and use for the year ended May 31, 2018 and related note, are derived from the complete audited financial statements of the Canadian Resident Matching Service (CaRMS) for the year ended May 31, 2018. We expressed an unmodified audit opinion on those financial statements in our report dated September 28, 2018.

This summarized financial statement does not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading this summarized financial statement, therefore, is not a substitute for reading the audited financial statements of CaRMS.

Management's Responsibility for the Summarized Financial Statement

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

Auditor's Responsibility

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

Opinion

In our opinion, the summarized financial statement derived from the audited financial statements of the Canadian Resident Matching Service for the year ended May 31, 2018 is a fair summary of those financial statements, in accordance with the basis described in the related note.

WELCH LLP

Chartered Professional Accountants
Licensed Public Accountants
Ottawa, Ontario
September 28, 2018.

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.

