



**2020
ANNUAL
REPORT**



**Together,
we are building
the future
of Canada's
health care
system.**



Strong client and stakeholder focus is a key component of our stewardship of the application, selection and match system.

A MESSAGE FROM OUR CEO,

John Gallinger

CaRMS began 2020 with a continued focus on bringing value to the medical education community through our unique knowledge and expertise, and by doing all we can to make our clients' match-related jobs easier. This strong client and stakeholder focus is a key component of our stewardship of the application, selection and match system.

Of course, in March the year took a sharp turn none of us expected. The COVID-19 pandemic brought with it challenges and uncertainty for all of us. Our clients' and stakeholders' needs changed, and our focus shifted to meet these rapidly evolving requirements. From the initial stabilization phase in which we worked to ensure the continuation of the match year, through our hands-on support of our clients as they adapted to the changed environment, to our ongoing efforts to sustain the system through the duration of the pandemic—we have all been in this together.

The results of these collaborative efforts speak for themselves. Through innovation and flexibility, we have been able to adapt to our new realities and ensure the important work of the medical education community can continue unhindered. CaRMS has never been prouder to support our passionate and dedicated clients and stakeholders. Through our participation on committees that shaped how the year unfolded, by leveraging our expertise and platform to design solutions to streamline your work processes, and by adapting and expediting our own processes,

CaRMS has been—and continues to be—here for you every step of the way.

What the past year has also demonstrated is the resiliency of the postgraduate medical education application, selection and matching system itself. Despite all the changes that have occurred in the leadup to the 2021 match year, the system has been able to adapt to ensure it continues to work for applicants, faculties, funders and health consumers. CaRMS celebrated 50 years as the steward of the application, selection and matching system in 2020, and we can tell you that this flexibility isn't new—it is just the system's most recent test. Over the past five decades, the system has undergone countless changes in response to an ever-evolving policy, educational and technological landscape. You can read about some of these historical shifts in an [article we wrote for the Canadian Medical Education Journal](#) (CMEJ) earlier this year. One thing we can promise will never change is CaRMS' commitment to working with our clients and stakeholders to ensure the system we oversee continues to evolve to meet the challenges and opportunities that lie ahead.

On behalf of the entire CaRMS team, I would like to thank you for the privilege of working with you throughout our 50th year supporting and serving the medical education community. We are looking forward to marking another special milestone with you in 2021—the 50th anniversary of the first CaRMS residency match in 1971.



In a year characterized by unpredictability and unexpected challenges, we were able to mark this milestone doing what we do best—supporting our clients and stakeholders.

**A MESSAGE FROM THE CHAIR
OF THE BOARD OF DIRECTORS,**

Dr. Eric Peters

CaRMS marked 50 years of serving Canada's medical education community in 2020. In a year characterized by unpredictability and unexpected challenges, I'm proud to say that we were able to mark this milestone doing what we do best—supporting our clients and stakeholders.

The organization's ability to navigate uncertainty and clear the hurdles we encountered this year is in no small part due to the stewardship of a Board of Directors that is fully engaged, knowledgeable and passionate about their work. Prudent financial management and contingency planning made certain that CaRMS was positioned to provide stability, support, and solutions to our clients, stakeholders, and partners as they adapted to rapid changes in our world.

The benefit of CaRMS' unique governance model, which draws on the expertise of a broad base of medical education stakeholders, is that we are able to ensure input from all perspectives in our policies, procedures and operations. CaRMS' stewardship of the match, and all of its supporting services, are guided by these diverse perspectives alongside the organization's founding values of safety, objectivity, fairness and equity.

One way that CaRMS upholds these core values is through the Match Violations Policy. While CaRMS has had a Match Violations Policy to enforce the obligations set out in

applicant and faculty match contracts since 2005, this policy was completely refreshed in 2020. Thanks to a joint committee including both learner and faculty representation, we were able to ensure that those most directly affected by the match violations process had a direct role in shaping its current iteration. New educational resources available on the [CaRMS website](#) help explain how the Match Violations Policy protects the integrity of the match and helps make everyone's match experience a safe one.

I invite you to read through the rest of our Annual Report for other key highlights from the past year. From engagement and outreach to improve the CaRMS client experience, through to technological enhancements and process improvements to our systems and services, the CaRMS team has been working hard to add value in every area of our mandate.

On behalf of the CaRMS Board of Directors, I would like to sincerely thank the CaRMS team and our clients and stakeholders for their work and collaboration over the past year. My reflection as 2020 draws to a close is a positive one—our community has proven itself to be strong, united and resilient. I look forward to what we can achieve together in 2021.



| ABOUT CARMS

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.

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 health-care system in meeting the needs of Canadians.

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.

VALUES

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



I GOVERNANCE AT CARMS

CaRMS is governed by a volunteer Board of Directors selected by election or appointment. CaRMS' member organizations 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 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)

BOARD OF DIRECTORS

June 1, 2019 – May 31, 2020



Dr. Eric Peters

*Director-at-large
Chair*

Anesthesiologist
Sainte-Justine Hospital, Montréal



Dr. Linda Inkpen

*Director
Vice-Chair*

Registrar
College of Physicians and Surgeons
of Newfoundland and Labrador



Dr. Michael Ertel

*Director
Treasurer*

VP, Medicine and Quality
BC Interior Health Authority



Mr. John Gallinger

CEO (ex officio non-voting)

Canadian Resident Matching Service



Dr. Tavis Apramian

Director (to Oct 2019)

Medical Student, Schulich
School of Medicine & Dentistry
Western University



Mr. Odell Tan

Director (from Oct 2019)

Medical Student
College of Medicine
University of Saskatchewan



Mr. Samuel Bergeron

Director (to Jun 2019)

Medical Student, Faculty of Medicine
University of Montréal



Ms. Roxanne St-Pierre-Alain

Director (from Oct 2019)

Medical Student
Université Sherbrooke



Dr. Cheryl Holmes

Director (from Oct 2019)

Associate Dean, Undergraduate
Medical Education
University of British Columbia



Dr. Terry Colbourne

Director

Medical Resident, Internal Medicine
University of Manitoba



Dr. Olivier Fortin

Director

Medical Resident, Pediatric Neurology
McGill University



Dr. Céline Leclerc

Director

Associate Professor
Student Affairs Director
Université Laval



BOARD OF DIRECTORS CONTINUED



Dr. Tom McLaughlin

Director

Pediatrician
BC Children's Hospital



Dr. Wanda Parsons

Director

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



Dr. Kaylynn Purdy

Director

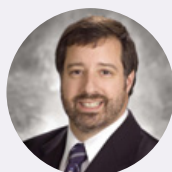
Medical Resident, Adult Neurology
University of Alberta



Dr. Franco Rizzuti

Director

Medical Resident, Public Health
and Preventative Medicine
University of Calgary



Dr. Jay Rosenfield

Director

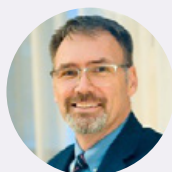
Vice-Dean, Medical Education
Schulich School of Medicine & Dentistry
Western University



Dr. Inge Schabert

Director-at-large

Associate Professor, Family Medicine
McMaster University



Dr. Andrew Warren

Director (from Oct 2019)

Associate Dean
Postgraduate Medical Education
Dalhousie University



BOARD COMMITTEES

June 1, 2019 – May 31, 2020

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
Mr. Pierre-Olivier Tremblay	Non-Board student leader (to Dec 2019)
Ms. Hanene Mankour	Non-Board student leader (from Dec 2019)
Mr. Eric Zhao	Non-Board student leader
Dr. Valérie Massey	Non-Board resident leader
Dr. Andrew Helt	Non-Board resident leader (to May 2020)
Dr. Michael MacGillivray	Non-Board resident leader (from May 2020)

Executive

Dr. Eric Peters	Board and Committee Chair
Dr. Linda Inkpen	Vice-Chair
Dr. Michael Ertel	Treasurer
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Franco Rizzuti	CFMS-nominated Director
Dr. Andrew Warren	AFMC-nominated Director (from Oct 2019)

Finance and Audit

Dr. Michael Ertel	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
Dr. Olivier Fortin	Director (from Jul 2019)
Dr. Cheryl Holmes	Director (from Oct 2019)
Ms. Jennifer Sondergaard	Non-Board subject expert

Governance

Dr. Terry Colbourne	Committee Chair
Dr. Eric Peters	Board Chair (<i>ex officio</i> voting)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Linda Inkpen	Director
Dr. Tom McLaughlin	Director
Dr. Kaylynn Purdy	Director
Dr. Andrew Warren	Director (from Oct 2019)

Research and Data

Dr. Tavis Apramian	Committee Chair (to Oct 2019)
Dr. Inge Schabort	Committee Chair (from Nov 2019)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Céline Leclerc	Director
Dr. Franco Rizzuti	Director



A YEAR IN REVIEW

ENGAGEMENT WITH THE MEDICAL EDUCATION COMMUNITY

This year CaRMS remained committed to working with our partners, clients and stakeholders. Understanding their successes, challenges and needs continues to be the driving force behind everything that we do.

The COVID-19 pandemic resulted in many changes for the medical education community throughout 2020 and CaRMS remained committed to supporting our clients and stakeholders as they adapted to these new realities. Our business continuity readiness ensured that CaRMS provided uninterrupted match operations. Through our participation on various committees that shaped how the year unfolded, we leveraged our expertise and platform to design solutions to streamline our clients' and stakeholders' processes, while adapting and expediting our own.

Through the AFMC Resident Matching Committee (ARMC) and several subcommittees, CaRMS collaborated on the development of a compressed 2021 R-1 match timeline to ensure key milestones can be met. We worked with stakeholders to establish improvements in processes and technology to assist clients with their work efforts in a new reality.

CaRMS rolled out a new [Match Violations Policy \(MVP\)](#) for all matches for the 2021 match cycle. The policy provides enhanced clarity around the violations process and outlines the reporting, review, and appeals process. CaRMS also created new educational resources to support the policy including, a series of short animated "case study" videos showcasing some of the most common types of violations for both applicants and faculties, frequently asked questions and other key resources and helpful information in a downloadable package.

After much discussion and consultation, CaRMS moved to make the MINC a mandatory field in the CaRMS Online application starting in the 2021 match year. CaRMS respects applicants' ownership over their data, and protection of these rights remains enshrined in our clear and transparent consent processes.

CaRMS continued to work closely with our Family Medicine client group, meeting regularly to discuss options and opportunities for an improved selection process. The result of our efforts produced a clear set of short-term actions to address efficiency gaps for Family Medicine programs.

IMPROVING THE CLIENT EXPERIENCE

COVID-19 impacted all of our client groups in profound and different ways, fundamentally changing some critical processes for many. One thing COVID-19 did not change is CaRMS' commitment to continually improving our online platform and services.

Over 2020, CaRMS actively worked with our clients to identify opportunities and better understand their needs as they pertain to our system and services.

Some of the improvements we rolled out for the opening of the 2021 cycle include program administrator management for PGME offices and program directors, a simplified applicant registration process, a streamlined translation process, and automated antivirus protection for documents uploaded to CaRMS Online. We also worked with our clients to introduce new technology that made it easier for faculties and third parties to share information and documents with CaRMS. Finally, we worked with provincial bodies to standardize provincial eligibility criteria posted on carms.ca to make it easier for applicants to understand and compare requirements across different provinces.

CaRMS launched a new Interview Offer Status Notification module in CaRMS Online, providing applicants a clear interview offer status and one 'source of truth' during a stressful time. While the system fulfilled its goal of reducing risk and uncertainty, it also provided invaluable data related to interview offers. Access to interview offer data from the 2020 [R-1](#), [MSM](#) and [FM/EM](#) matches.

With a goal of supporting Best Practices in Application and Selection (BPAS) principles, CaRMS also launched enhancements to the program description template in CaRMS Online. These enhancements offered increased clarity and understanding for applicants around program selection criteria. BPAS data will be available in early 2021.

We will continue to engage with clients and stakeholders to identify ways our products and services can improve and enhance their work.

KEEPING COSTS AS LOW AS POSSIBLE

Applicant fees remained unchanged from the 2020 match year. This follows two per cent fee reductions for the 2018, 2019 and 2020 R-1 matches, and a fee freeze introduced for 2017. Over the last few years, we have also increased the number of applications included in the R-1 participation fee from four to nine, in response to an upward trend in the average number of program applications submitted Canadian medical graduates. These fee changes reflect our continuing commitment to value for money and responsible financial stewardship. CaRMS is committed to providing exceptional service and value to our clients while ensuring the sustainability of the match well into the future.

| 2020 MATCH HIGHLIGHTS

R-1 MAIN RESIDENCY MATCH

◆ 3,341 applicants matched ◆



2,895 Canadian medical graduates (CMGs)

Majority (81.7%) accepted into one of their top three ranked choices

418 International medical graduates (IMGs)

28 United States medical graduates (USMGs)

CONTINUED INTEREST IN FAMILY MEDICINE

32.4% of CMGs chose Family Medicine as their first-choice discipline



FAMILY MEDICINE / EMERGENCY MEDICINE MATCH

Recently changed to Family Medicine/Enhanced Skills Match

145 matched **with** **217** participating

MEDICINE SUBSPECIALITY MATCH

498 matched in both first and second iteration **94.7%** matched to their first choice discipline

◆ **Most popular career choice:** General Internal Medicine ◆



FIRST YEAR OF INTERVIEW OFFER DATA

For the 2020 match cycle last year, CaRMS introduced new functionality into CaRMS Online to allow faculties to indicate whether applicants would receive an interview offer. For every application submitted, the applicant received an in-system notification from the program indicating if they had been selected for an interview. First year of interview offer data from the 2020 [R-1](#), [MSM](#) and [FM/EM](#) matches.

STATEMENT OF REVENUE SOURCES AND USES

As of May 31, 2020

REVENUE SOURCES

2019-2020

R-1 IMGs	\$ 1,585,682
R-1 CMGs	\$ 2,182,587
Institution fees	\$ 1,201,047
Advanced matches (applicants)	\$ 374,297
Ancillary services	\$ 129,289
Translation services	\$ 209,261
Interest on investments	\$ 152,782
Admissions	\$ 144,050
ERAS fees	\$ 7,397

\$ 5,986,392

Revenue sources

\$ 5,986,392

Net increase/Decrease in cash or cash equivalents

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

REVENUE USES

2019-2020

Expenses	
Salaries and benefits	\$ (4,929,211)
Application & matching maintenance, support and development	\$ (398,283)
Rent and other building expenses	\$ (259,016)
Translation services	\$ (139,155)
(Match) transaction fees	\$ (159,990)
Travel	\$ (55,107)
Communications	\$ (61,970)
Office expenditures	\$ (72,778)
Professional fees	\$ (47,503)
Governance	\$ (33,353)
Interest and bank charges	\$ (11,877)
Brokerage fees	\$ (50,257)
Workplace advisory committee	\$ (15,000)
50 th anniversary	\$ (1,188)
Information technology expense	\$ (464,729)

\$ (6,699,417)

Change in non-cash working capital \$ 129,049¹

Investing activities

Additions to reserves	\$ -
Withdrawal from reserves	\$ 403,566

Acquisition of capital assets

Computer equipment	\$ (44,218)
IT Infrastructure	\$ (122,233)
Total acquisition of capital assets	\$ (166,450)

Financing activity

Capital lease payments	\$ (70,623)
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Revenue uses \$ (6,403,875)

\$ (417,483)

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, 2020 and related note, are derived from the complete audited financial statements of Canadian Resident Matching Service (CaRMS) for the year ended May 31, 2020.

In our opinion, the summarized financial statement derived from the audited financial statements of Canadian Resident Matching Service for the year ended May 31, 2020 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 2, 2020.

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 2, 2020

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.

