



2024 ANNUAL REPORT





 **carms** provides an open, transparent application and matching process that puts thousands of medical students and residents on the path to practicing medicine in Canada.

ABOUT US



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.

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

To serve as trusted stewards, builders and innovators of data-informed application and matching services.

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.

Vision

The best possible outcomes through safe, fair, and equitable application and matching systems.

Values

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

A MESSAGE FROM THE CEO

A decade of progress and partnership

This Annual Report is a particularly meaningful one for me, as it ushers in my final year as CEO of CaRMS ahead of my retirement in June 2025. With this transition on the horizon, I have been reflecting on all that we have accomplished together over the last decade—and the solid foundation we have built for the future.

As you go through this report, you'll see an accounting of things we are proud to have accomplished alongside our clients and partners over the last 12 months. What may not be immediately apparent is the fact that these accomplishments are part of a larger evolution, fueled by years of deliberate collaboration and cooperation, transparent and open communication, and a shared passion for continuous improvement of the application, selection and match system.

By listening to our clients and understanding their needs and priorities, we've been able to develop first-class client support services with a popular self-serve help centre, in-system live chat, and a caring and responsive team that handled more than 19,000 client inquiries throughout the last match cycle. We've used our deep knowledge of faculty match needs to welcome new disciplines to our matches—as well as a new medical school—with targeted support that is setting them up to meet their match goals.



JOHN GALLINGER

CHIEF EXECUTIVE OFFICER

A MESSAGE FROM THE CEO

Our ongoing CaRMS Online revitalization is being guided by extensive client consultations, ensuring that our new platform under development will be flexible and responsive enough to meet the evolving needs of applicants and faculties well into the future. In the past year, we've also begun to develop exciting data-driven innovations that have the potential to inspire new visions of the application and selection process and leverage technology to reduce our clients' workload. The new capacity we are developing could take us in many directions and, as always, our progress will be informed by consultation with the community and guided by the needs of our clients.

Many of you have heard me say more than once over the years, **"What matters to you, matters to us."** I can assure you that it is more than just words—at the heart of all of the work CaRMS does is a team that truly cares about the people and system they serve. This care comes through loud and clear not only on every page of this year's Annual Report, but in the way we engage with, listen to, and collaborate with our partners in this community every single day.

I will end this message with one final reflection. It has been more than 50 years since CaRMS was created by the medical education community to act as the impartial, objective steward of the match process. The world around us has changed a lot over the years, but a few very important things have not: our shared values of safety, fairness and equity, and the fact that we are most successful when we work together. On behalf of the entire CaRMS team, I sincerely thank you for your continued collaboration and trust—your partnership is the reason CaRMS is able to continue the important work we do every day.

A handwritten signature in white ink, appearing to read "JH Callan", is positioned below the main body of text on the right side of the page.

A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

Working together to shape a better, brighter future in medical education

It has been an eventful year for CaRMS and our community, characterized by change and challenge—as well as hope and exciting new opportunities. I am heartened by the progress we have made and optimistic about our ability to continue work together to shape a better, brighter future in medical education.

My term as Chair of the CaRMS Board of Directors came to an end in 2024, and I am truly grateful for the opportunities I have had to contribute to this vitally important organization over the last several years. I first joined the CaRMS Board as a Director in 2019, and I took on the post of Board Chair in 2022. Throughout this time, I have been both impressed and inspired by the work CaRMS does and the dedication and commitment of the individuals that make that work happen every day.



A handwritten signature in white ink, appearing to read "A. Warren", positioned above the printed name.

DR. ANDREW WARREN

**CHAIR OF THE BOARD
OF DIRECTORS**

A MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

I have also been struck by how deeply the wider community values the unique role CaRMS plays in the medical education continuum. People from all corners of our world—our engaged and enthusiastic member organizations and partners, medical students, residents, faculties, and government—have repeatedly highlighted the vital importance of having an independent, arms-length organization as system steward. CaRMS was purpose-built to perform this role, and the organization's shared governance model is foundational to the integrity of the Canadian residency match. In recent times we have heard loud and clear that this shared governance (and the values of equity, objectivity and transparency in which CaRMS is rooted) is integral to the success of the application, selection and match system, and something that must be preserved.

While my time as Chair of the CaRMS Board of Directors has come to an end, I am looking forward to seeing what this organization and its people will accomplish in the years to come. I am happy to enthusiastically welcome Dr. Monique Williams as incoming Board Chair—CaRMS and our community could not ask for a stronger, more passionate advocate for the future of this organization and the system it stewards.

As we usher in 2025, I want to convey my heartfelt thanks to my fellow CaRMS Board members, to the CaRMS staff team, and to CaRMS' CEO John Gallinger, for a truly exceptional year. To our valued clients and partners, I offer my continued gratitude for your enduring trust, support and collaboration.



WHO, WHAT & HOW



Who we are

CaRMS is a national, independent organization providing application and match services to the Canadian medical education community.

What we do

Every year matches thousands of medical students and residents to the training positions needed to put them on the path to practicing medicine in Canada.

How we do it

CaRMS connects applicants with Canadian medical faculty training positions in a fair, competitive process.

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)

2024 BOARD OF DIRECTORS



Dr. Andrew Warren

Director-at-large
(to Nov 2024)

Chair (to Nov 2024)
Pediatric Cardiologist and
Professor of Pediatrics
Dalhousie University



Dr. Cheryl Holmes

Director
Vice-Chair (to Nov 2024)
Associate Dean, Undergraduate
Medical Education
University of British Columbia



Dr. Sarah Kinzie

Director
Treasurer
Associate Professor and
Postgraduate Program Director,
Department of Family Medicine
McMaster University

Dr. Monique Williams

Director (to Nov 2024);
Director-at-large
(from Nov 2024)
Chair (from Nov 2024)
Medical Resident
University of Alberta



Ms. Sierra Cheng

Director
(from Nov 2024)
Medical Student
University of Toronto

Dr. Douglas (Gus) Grant

Director
Vice-Chair
(from Nov 2024)
Registrar
College of Physicians and
Surgeons of Nova Scotia



Mr. John Gallinger

CEO
(ex officio non-voting)
Canadian Resident
Matching Service

Ms. Mariya Andreeva

Director
Medical Student
Université de Sherbrooke



Dr. Glen Bandiera

Director
Professor of Medicine,
Temerty Faculty of Medicine
University of Toronto



Mr. Mostafa Bondok

Director
Medical Student
University of British Columbia



Dr. Chetana Kulkarni

Director *(from May 2024)*
Director, Undergraduate Learner Affairs,
Office of Learner Affairs,
Temerty Faculty of Medicine
University of Toronto



Dr. Jatin Morkar

Director
Associate Professor,
Department of Medicine
Memorial University



Dr. Inge Schabort

Director-at-large
(to Nov 2024)
Associate Professor and
Postgraduate IMG Director,
Department of Family Medicine
McMaster University

Dr. Cliff Yaffe

Director
Staff Member, St. Boniface
Hospital - Health Sciences Centre



Dr. Paul Slodovnick

Director
(from May 2024)
Medical Resident
University of Toronto



Ms. Rahnema Sara

Director
(from Nov 2024)
Medical Student
University of British Columbia

Dr. Kristen Hawkes

Director *(to Nov 2024)*
Medical Resident
Memorial University
of Newfoundland



Dr. Tom McLaughlin

Director
(to Nov 2024)
Pediatrician
BC Children's Hospital



Dr. Carl White Ulysse

Director
(from Nov 2024)
Anesthesiologist
Toronto Hospital for
Sick Children



Dr. Maxime Morin-Lavoie

Director
(to Nov 2024)
Medical Resident
Université de Sherbrooke



Dr. Heithem Joobar

Director
(from Nov 2024)
Medical Resident
McGill University

2024 BOARD COMMITTEES

Awards Committee

Dr. Maxime Morin-Lavoie	Committee Chair <i>(to Nov 2024)</i>
Dr. Cliff Yaffe	Committee Chair <i>(from Nov 2024)</i>
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Ms. Rahnuma Sara	Director <i>(from Nov 2024)</i>
Dr. Kent Stobart	Non-Board community leader
Ms. Janet McHugh	Non-Board community leader
Mr. George Gerardis	Non-Board student leader
Mr. Sufyan Faridi	Non-Board student leader
Dr. Mina Farag	Non-Board resident leader
Dr. Nicole Coote	Non-Board resident leader

Executive Committee

Dr. Andrew Warren	Board and Committee Chair <i>(to Nov 2024)</i>
Dr. Monique Williams	CFMS-nominated Director <i>(to Nov 2024)</i> ; Board and Committee Chair <i>(from Nov 2024)</i>
Mr. Mostafa Bondok	CFMS-nominated Director <i>(from Nov 2024)</i>
Dr. Cheryl Holmes	Vice Chair; AFMC-nominated Director <i>(to Nov 2024)</i>
Dr. Douglas (Gus) Grant	Vice-Chair <i>(from Nov 2024)</i>
Dr. Chetana Kulkarni	AFMC-nominated Director <i>(from Nov 2024)</i>
Dr. Sarah Kinzie	Treasurer
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>

Finance and Audit Committee

Dr. Sarah Kinzie	Treasurer and Committee Chair
Dr. Andrew Warren	Board Chair (ex officio voting) (to Nov 2024)
Dr. Monique Williams	Board Chair (ex officio voting) (from Nov 2024)
Mr. John Gallinger	CEO (ex officio non-voting)
Dr. Glen Bandiera	Director
Ms. Marie-Claude Fillion	Non-Board subject matter expert
Ms. Kristen Hawkes	Director (to Nov 2024)

Governance Committee

Dr. Tom McLaughlin	Committee Chair (to Nov 2024)
Dr. Carl White Ulysse	Committee Chair (from Nov 2024)
Dr. Andrew Warren	Board Chair (ex officio voting) (to Nov 2024)

Dr. Monique Williams	Board Chair (ex officio voting) (from Nov 2024)
Mr. John Gallinger	CEO (ex officio non-voting)
Dr. Gus Grant	Director

Research and Data Committee

Dr. Inge Schabort	Committee Chair (to Nov 2024)
Mr. Mostafa Bondok	Committee Chair (from Nov 2024)
Mr. John Gallinger	CEO (ex officio non-voting)
Ms. Mariya Andreeva	Director
Dr. Cliff Yaffe	Director (to Nov 2024)
Ms. Sierra Cheng	Director (from Nov 2024)

YEAR IN REVIEW 2024

For over 50 years, CaRMS has remained committed to building collaborative relationships with the goal of continually improving the client experience and the application, selection and match process. While much has changed since our inception, one thing has remained the same: **What matters to you, matters to us.** This philosophy has continued to guide us throughout the years and 2024 was no exception.

Relationships

In 2024, we seized every opportunity to hear from and consult with learners, faculty, members, and partners, drawing on our many relationships and connections to fully understand what matters to you. While we pride ourselves on being experts in the policies, processes and practices that comprise the match system, without the knowledge about what matters to those we serve, this expertise is of limited value. Therefore, our goal remains the same as it has for years – building strong connections while continuously evolving, responding to and anticipating the needs of our clients and partners.



A YEAR IN REVIEW

Services

Matches

Match services continue to evolve to reflect the changing needs of the medical education community. Each year, clients, new and old, reach out to our support team for guidance about using our online products and navigating the overall system. In 2024, the CaRMS team created an extensive orientation and onboarding program for the first new Canadian medical school in 18 years, Toronto Metropolitan University (TMU), which received faculty accreditation this year. CaRMS also provided extensive support to the [four new disciplines](#) that joined the subspecialty match cycle. Due to the continued interest of subspecialty programs looking to join an existing match, CaRMS has also taken the initial steps in planning a rebranding for both the Medicine Subspecialty Match and the Pediatric Subspecialty Match. The rebranding will ensure that programs feel a sense of ownership in the match processes, as well as make other new disciplines feel welcome in either of the available matches.

Client Services

The Client Services statistics (page 19) speak for themselves—demonstrating our commitment to supporting applicants and faculties in every way possible.

With regular improvements and updates to our help centre, we strive to provide applicants and faculties with up-to-date information and timely client support when, where and how they wish to receive it.

Our continual pursuit to remove uncertainty from the match comes in many forms, including the development of targeted information and knowledge assets to ensure good understanding in critical areas such as the Match algorithm, Match Violation Policy and Match eligibility.

Client HHR objectives

Increasingly, the medical education community has turned to CaRMS for consultation and advice on how to best use the

A YEAR IN REVIEW

match system to optimize outcomes and address Health Human Resource (HHR) challenges. This year, CaRMS developed several simulations in consultation with clients and partners and worked with policymakers to advise on potential implications of policy alternatives. CaRMS will continue to inform and support policy and decision-makers in addressing some of the challenges facing the Canadian Health Care system.

Platform

Over the years, we have introduced many enhancements to the CaRMS Online platform to make work easier and more efficient, remove applicant uncertainty and support faculties in achieving their goals within the selection process.

As we continue our revitalization of CaRMS Online, including comprehensive client consultations, we remain committed to ensuring our platform advances with the ever-changing digital landscape. Throughout 2024, CaRMS executed extensive upgrades to our platform and released product improvements and new functionality. From performance testing, which

enabled increased capacity and superior system performance, to product improvement and new functionality—including structured reference letters and an enhanced CaRMS self-identification questionnaire (CSIQ)—these improvements were all aimed at supporting clients and improving the overall user experience.

To assist our clients in reducing their workload, CaRMS is also developing new tools for in-depth match research. *Descriptive analysis and feature engineering* help us understand the things that matter to applicants and programs when making their application and selection decisions. *Preference modeling* helps applicants and programs get the information they need more quickly with less effort. Finally, *coarse ranking* introduces the possibility of allowing ties in rank order lists, which has the potential to significantly reduce work effort for larger programs.

CaRMS will be consulting with the medical education community to gain additional understanding and valuable insights concerning these and other opportunities.

A YEAR IN REVIEW

Financial stewardship



A key CaRMS priority is to ensure the sustainability of the services and support on which our clients depend. We are also sensitive to the financial pressures our clients face, as well as those of the larger fiscal environment. Accordingly, our guiding principle in the determination of our fees remains value for money through the lens of stewardship, service, and sustainability.

Since 2018, CaRMS has introduced several fee changes, including five years of fee reductions, fee freezes and an overall change to the program selection fee structure, which have resulted in savings for applicants. If fees had tracked with inflation over the same period, prediction models for 2025 show an increase of approximately \$200 per applicant or 30 percent vs actual fees. These successive fee changes, freezes and reductions reflect our commitment to value for money and responsible financial stewardship.

Data and analysis

In 2024, we continued to provide both responsive and anticipatory data and analysis to inform on key questions and issues within the medical community.

Our annual [CaRMS Forum](#) shared data and insights from the 2024 R-1 Main Residency Match. Particular areas of focus included Family Medicine, opportunities for international medical graduates and factors relating to unmatched Canadian medical graduates. More data, including annual match reports and multi-year trend data, can be found on [carms.ca](#).

CaRMS also presented an educational session titled "Anatomy of a Match: Data-driven Innovations in Residency Matching" at the 2024 International Conference on Residency Education (ICRE). During this interactive session, attendees explored the concept of matching markets, with essential features and potential challenges, and discussed how those concepts apply to the specific context of the Canadian residency application, selection and matching system. Information was also presented on CaRMS' applied research and analysis capabilities.

A YEAR IN REVIEW

While we continue to centre our attention on data that describes 'what is', our capabilities are moving toward enabling us to anticipate 'what could be' and to deepen our collective understanding.

Knowledge and understanding

CaRMS prides itself on our ability to support clients, members, partners, media and government in their desire and effort to better understand the application, selection and match system. Part of our job as impartial objective stewards is to ensure an accurate understanding of how the matches work, the various roles within the system, and particularly CaRMS' responsibility to ensure an open and transparent application, selection and match process.

Looking back on this year, we are proud of all we have accomplished alongside learners, facilities, members, partners, and the entire medical education community. We look forward to serving you well into the future.



CLIENT SERVICE STATISTICS



19,292

Total tickets for the year



96.7%

Client satisfaction rating



FRIDAY

Busiest day of the week



10 AM

Busiest time of the day



8,600

Emails submitted



2,884

Chats



3,929

Phone calls



3,780

Webforms submitted



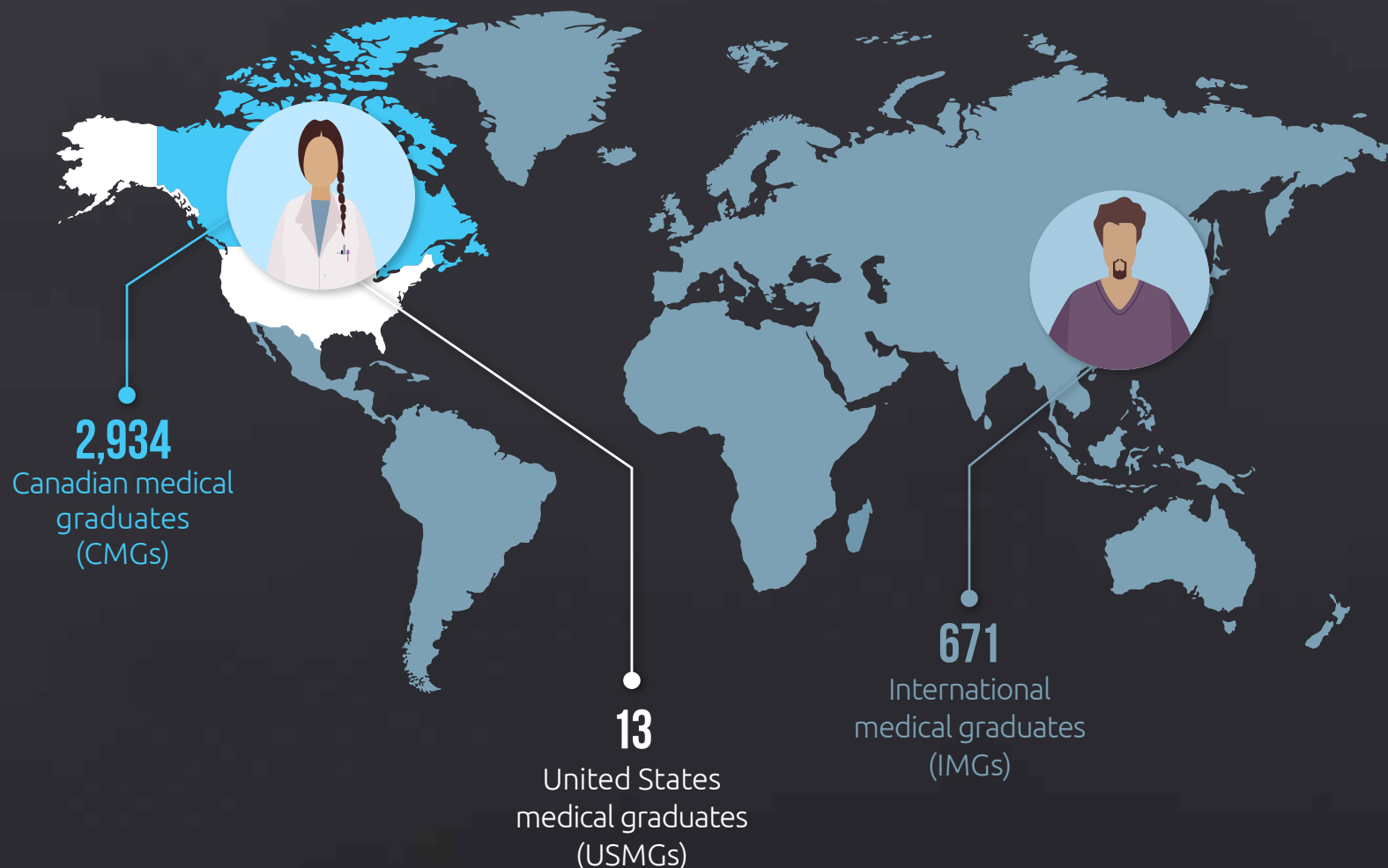
2024 MATCH HIGHLIGHTS

R-1 MAIN RESIDENCY MATCH

3,618 APPLICANTS MATCHED

ACROSS BOTH ITERATIONS OF THE R-1

In 2024, **94.9%** of current year CMGs and **84.2%** of prior year CMGs matched in first iteration.



In 2024, the number of applications submitted to programs reached an all-time high at **123,500** applications (up 3.4% from 2023).

INTEREST IN FAMILY MEDICINE

45.9%

positions in first-iteration were in Family Medicine

31.4%

of CMGs selected Family Medicine as their first-choice discipline

Since 2015, interest in Family Medicine has declined 6.5%, but it is up 1.1% from the 10-year low reached last year.

FAMILY MEDICINE/ENHANCED SKILLS MATCH

252

matched

81.8%

match rate

80.3%

position fill rate

PEDIATRIC SUBSPECIALTY MATCH

28

matched

96.6%

match rate

23.5%

position fill rate

2024

65

matched

97%

match rate

48.9%

position fill rate

2025

PSM moved back to a winter/spring timeline resulting in CaRMS running almost consecutive match processes for 2024 and 2025.

MEDICINE SUBSPECIALTY MATCH

517

matched across both first and second iterations

92.4%

matched to their first-choice discipline (across both iterations)

General Internal Medicine continues to be the top discipline choice.

STATEMENT OF REVENUE SOURCES AND USES

AS OF MAY 31, 2024

Revenue sources

2023-2024

R-1IMGs	\$ 1,812,562
R-1CMGs	\$ 2,187,800
Institution fees	\$ 1,290,209
Advanced matches (applicants)	\$ 508,354
Ancillary services	\$ 133,461
Translation services	\$ 149,789
Interest on investments	\$ 131,901
ERAS fees	\$ 10,155

\$ 6,224,231

Revenue sources

\$ 6,224,231

Revenue uses

2023-2024

Expenses	
Salaries and benefits	\$ (5,541,470)
Application & matching maintenance, support and development	\$ (373,227)
Rent and other building expenses	\$ (200,180)
Translation services	\$ (152,366)
(Match) transaction fees	\$ (165,206)
Travel	\$ (29,436)
Communications	\$ (27,014)
Office expenditures	\$ (70,258)
Professional fees	\$ (95,221)
Governance	\$ (100,905)
Interest and bank charges	\$ (4,400)
Brokerage fees	\$ (41,183)
Workplace advisory, stakeholder relationship, recruitment	\$ (87,272)
Information technology expense	\$ (287,335)

\$ (7,175,473)

Change in non-cash working capital \$ (89,295) ¹

Investing activities \$ 856,143

Acquisition of capital assets

Computer equipment	\$ (54,268)	
Software	\$ -	
Other (furniture, leasehold improvements)	\$ -	
Total acquisition of capital assets		\$ (54,268)

Financing activity

Revenue uses \$ (6,462,893)

Net increase/Decrease in cash or cash equivalents \$ (238,662)

¹ Accounts 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, 2024 and related note, are derived from the complete audited financial statements of Canadian Resident Matching Service (CaRMS) for the year ended May 31, 2024.

In our opinion, the summarized financial statement derived from the audited financial statements of Canadian Resident Matching Service for the year ended May 31, 2024 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 3, 2024.

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 3, 2024

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.

