

2022 Annual Report



About us

Mission

Vision

Values

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.



A message from the CEO

Providing value to our community

As I reflect on the last year, I often come back to the concept of value. As an organization, CaRMS continually strives to provide many kinds of value to our clients, stakeholders, and the wider medical education community. We administer a national residency application, selection, and match process that is objective, safe, and fair for all participants. We partner with clients to leverage our knowledge and expertise to help them address their specific priorities. We share data, process capability, and system expertise with medical education leadership as we work together to find solutions to system-level challenges. We are continually looking at ways to enhance our products and services to meet our clients' evolving needs. And we do all of this within a framework of fair, responsible financial management that minimizes service costs while ensuring our sustainability for years to come.



A message from our CEO

We are continually looking at ways to enhance our products and services to meet our clients' evolving needs.

Over the last 12 months, recognition of this value has come through loud and clear in the voices of our clients and stakeholders. Members of the medical education community have recognized CaRMS as an integral, irreplaceable part of the Canadian residency application, selection, and match system. They have highlighted the importance of our founding values of safety, objectivity, fairness, and equity. And they have demonstrated their trust in CaRMS to ensure the integrity and safety of the match process well into the future. The CaRMS team is grateful for the community's support, and we look forward to finding new, innovative ways we can work together.

Shared success

As you read through this Annual Report, you'll see examples of our community partnerships in action: our collaboration with stakeholders around the CaRMS self-identification questionnaire, the development and introduction of new tools to streamline the work

of Family Medicine programs, and virtual orientation sessions for more than 350 new and seasoned program managers, directors and administrators, to name just a few. We're also exploring new possibilities in research and analysis focused on making the application and selection system easier for all participants. This work, and everything else you'll read about in our Year in Review tells the story of a productive, successful year.

On behalf of the entire CaRMS team, I would like to extend my gratitude to all our clients and stakeholders for their continued support and partnership throughout 2022. I cannot wait to see what we will accomplish together in the year to come.



John Gallinger
Chief Executive Officer

A message from the Chair of the Board of Directors



Dr. Andrew Warren

A unique role

I am delighted to be able to bring you this message in my capacity as the new Chair of the CaRMS Board of Directors.

CaRMS plays an integral role in Canada's medical education continuum. Those of you who are familiar with the history of the postgraduate residency match process will know that CaRMS was created by medical education stakeholders for the express purpose of running an open, fair, and transparent residency match. The organization's founding values of safety, fairness, and equity form the foundation of the match processes we administer to this day, and our independence means we are uniquely placed to oversee a truly objective match. CaRMS' governance model also remains true to our organization's beginnings, with member organizations and a Board of Directors drawn from a broad base of medical education stakeholders to ensure representation of all perspectives in our policies and procedures.

Commitment to equity, diversity and inclusion

CaRMS remains dedicated to upholding the values of safety, fairness, and equity in all aspects of our activities, and this commitment is driven at the Board level. The CaRMS Board of Directors has signalled a focus on this important area with the development of an Equity, Diversity and Inclusion (EDI) Policy to guide the incorporation of EDI principles and processes into the Board's activities on an ongoing basis. In line with CaRMS' vision of achieving the best possible outcomes through safe, fair, and equitable application and matching systems, the Board is committed to **celebrating diversity, demonstrating representation, practicing inclusion, and enhancing transparency** in all its activities and deliberations. From recruitment of Board directors, through to governance and ongoing education and training, these core principles will provide a framework for our continual progress.

Partnership and collaboration

The last year has been characterized by collaboration and partnership that has further strengthened our relationships throughout the medical education community. Throughout this Annual Report, you'll see examples of CaRMS working with our clients and stakeholders to enhance client experience, inform decisions, and improve outcomes. Of particular note, CaRMS has accepted an invitation to become a partner organization of the Canadian Post-M.D. Education Registry (CAPER). CaRMS looks forward to working with other CAPER partners, contributing our deep match-related data resources and expertise toward high-impact longitudinal research that will be of great benefit to the community and the system.

As 2022 comes to an end, I want to extend a sincere thank you to my colleagues on the CaRMS Board of Directors – including outgoing Chair Dr. Eric Peters – as well as the CaRMS team and our clients and stakeholders. The past year has made it clear that CaRMS' role within the Canadian residency application, selection, and match process remains incredibly important to our stakeholders, and we look forward to continuing to earn your trust and support as we work together in 2023 and beyond.

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

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 a (FMRAC)
- HealthCareCAN
- Resident Doctors of Canada (RDoC)
- Royal College of Physicians and Surgeons of Canada (RCPSC)

Strategic planning



CaRMS’ strategic plan builds on the foundation of four strategic themes established by our Board of Directors: **service excellence and continuous improvement**, **a superior CaRMS experience**, **financial stewardship**, and **strong and valued stakeholder relationships**.

In consultation with the Board, CaRMS’ leadership team established specific goals under each of these strategic themes to help direct our efforts where they will be most beneficial.

Themes	Goals
Service excellence and continuous improvement	• CaRMS’ products and services are easy for clients to access and use effectively to meet their needs. • CaRMS’ products and services will reduce work effort and optimize data-informed decision making, leading to better outcomes for our clients.
A superior CaRMS experience	• Our application, selection, and match system adds value by serving new clients and new markets. • CaRMS’ suite of products and services meets client needs throughout the entirety of the clients’ application, selection, and match work processes. • CaRMS’ products and services will help enable our clients’ ability to fulfill their respective EDI mandates.
Financial stewardship	• Clients and stakeholders see CaRMS’ financial management as fair, responsible, and consistent. • Clients see CaRMS as a value-added partner.
Strong and valued stakeholder relationships	• CaRMS’ leadership, collaboration and expertise are sought out and valued. • CaRMS anticipates and adapts to changing circumstances to the benefit of our clients.

About us

Mission

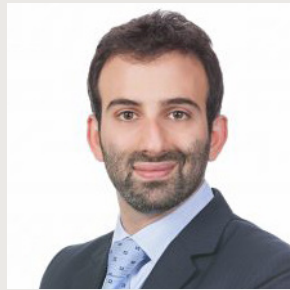
Vision

Values

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

Board of Directors

June 1, 2021 – May 31, 2022



Dr. Eric Peters

Director-at-large
Chair
(to Sep 2022)
Anesthesiologist
Sainte-Justine Hospital
Montréal



Dr. Andrew Warren

Director
Vice-Chair
(to Sep 2022)
Associate Dean
Postgraduate Medical Education
Dalhousie University



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



Ms. Fleur-Ange Lefebvre

Director
Executive Director
Federation of Medical Regulatory
Authorities of Canada

Dr. Odell Tan

Director
(to Nov 2021)
Medical Resident
McMaster University



Ms. Kristen Hawkes

Director
(from Nov 2021)
Medical Student
Memorial University

Dr. Roxanne St-Pierre-Alain

Director
Medical Resident
Université de Montréal



Dr. Cheryl Holmes

Director
Associate Dean
Undergraduate Medical Education
University of British Columbia

Board of Directors



Dr. Alana Fleet

Director
Medical Resident
University of British
Columbia



Dr. Olivier Fortin

Director
(to Nov 2021)
Medical Resident
McGill University



Dr. Maxime Morin-Lavoie

Director
(from Nov 2021)
Medical Resident
Université Sherbrooke



Dr. Tom McLaughlin

Director
Pediatrician
BC Children's Hospital



Dr. Céline Leclerc

Director
Associate Professor,
Student Affairs
Université Laval

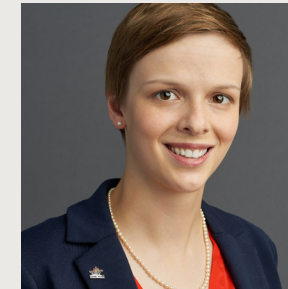


Dr. Wanda Parsons

Director
(to Nov 2021)
Family Physician (retired)

Dr. Sarah Kinzie

Director
(from Nov 2021)
Associate Professor, Family Medicine
McMaster University

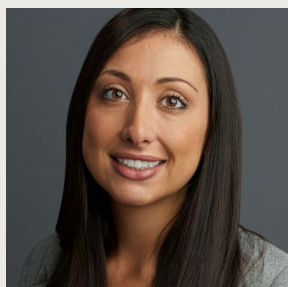


Dr. Kaylynn Purdy

Director
(to Oct 2021)
Medical Resident
University of Alberta

Ms. Monique Williams

Director
(from Oct 2021)
Medical Student
University of Calgary



Dr. Sarah Zahabi

Director
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, 2021 – May 31, 2022

Awards Committee

Dr. Jay Rosenfield	Committee Chair
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Wanda Parsons	Director (<i>to Nov 2021</i>)
Dr. Maxime Morin-Lavoie	Director (<i>from May 2022</i>)
Dr. Kent Stobart	Non-Board community leader
Ms. Janet McHugh	Non-Board community leader
Ms. Clara Long	Non-Board student leader
Ms. Hanene Mankour	Non-Board student leader (<i>to Nov 2021</i>)
Ms. Marion Sylvain	Non-Board student leader (<i>from Nov 2021</i>)
Dr. Nadine Demko	Non-Board resident leader

Dr. Samantha Woodrow Mullett	Non-Board resident leader (<i>to Nov 2021</i>)
Dr. Sanampreet Gurm	Non-Board resident leader (<i>from Nov 2021</i>)

Executive Committee

Dr. Eric Peters	Board and Committee Chair
Dr. Andrew Warren	Vice-Chair; AFMC-nominated Director
Dr. Michael Ertel	Treasurer
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Kaylynn Purdy	CFMS-nominated Director (<i>to Oct 2021</i>)
Ms. Monique Williams	CFMS-nominated Director (<i>from Oct 2021</i>)

Board committees

Finance and Audit Committee

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. Odell Tan	Director (<i>to Nov 2021</i>)
Ms. Kristen Hawkes	Director (<i>from Nov 2021</i>)
Dr. Olivier Fortin	Director
Dr. Cheryl Holmes	Director
Ms. Jennifer Sondergaard	Non-Board subject matter expert

Research and Data Committee

Dr. Inge Schabort	Committee Chair
Mr. John Gallinger	CEO (<i>ex officio</i> voting)
Dr. Céline Leclerc	Director

Dr. Alana Fleet	Director
Dr. Sarah Zahabi	Director

Governance Committee

Dr. Tom McLaughlin	Committee Chair; Director
Dr. Eric Peters	Board Chair (<i>ex officio</i> voting)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Ms. Fleur-Ange Lefebvre	Director
Dr. Kaylynn Purdy	Director (<i>to Oct 2021</i>)
Ms. Monique Williams	Director (<i>from Oct 2021</i>)
Dr. Roxanne St-Pierre-Alain	Director

About us

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CaRMS will conduct all of its affairs according to the following values:

Fairness,
Objectivity,
Reliability,
Transparency.

A year in review



Engagement with the medical education community

2022 offered a multitude of occasions to engage our partners, clients and stakeholders on a variety of topics.

Through the AFMC Resident Matching Committee (ARMC), CaRMS collaborated on the development of the 2023 R-1 match timeline, working with the committee to balance the needs of applicants and programs.

At the request of faculties, CaRMS continues to explore the opportunity to assist the medical education community in the application and selection of visa trainees by centralizing and streamlining the application process for internationally sponsored trainees.

A number of provinces indicated their interest in adding new IMG positions in an effort to alleviate some of the HHR issues around the need for more family medicine physicians. As a valued partner, CaRMS is poised to provide important information about options, processes and considerations moving forward.

This year, CaRMS also developed new tools for in-depth match research that will be leveraged to help improve match outcomes and support our clients with problem solving and reduced workload.

Throughout 2022, we remained committed to delivering the products, services and support our clients have come to expect.

In 2022, CaRMS continued to meet regularly with the four learner organizations, where discussions include dialogue and feedback on products and services, data, privacy, program fees, and Equity, Diversity and Inclusion (EDI).

Safety, fairness, and equity are guiding principles of the CaRMS Match, and we are committed to fostering these values within Canadian medical education. Throughout 2022, CaRMS worked with stakeholder groups to develop the CaRMS self-identification questionnaire, a tool that allows applicants to safely self-identify as a member of an equity-seeking group and provides programs with a resource to signal a diversity consideration as part of their local selection process. The gathering, analysis and reporting of this diversity data will inform medical education on the current state and future progress regarding application, selection and matching through an EDI lens.

Improving the client experience

Throughout 2022, we remained committed to delivering the products, services and support our clients have come to expect. CaRMS continued working with stakeholders to implement structured reference letters within CaRMS Online. We implemented an Emergency Medicine Structured Reference Letter, as well as enhancements to the Family Medicine Structured Reference Letter introduced in the previous match cycle, including improvements to filter functionality and several master functionality improvements intended to streamline workload and improve efficiency.

The CaRMS Client Services team also offered virtual training sessions to new and seasoned program managers, directors and administrators participating in the 2023 match process. In 2022, the team provided exceptional client support by responding to over 17,000 inquiries through email, phone and chat. Furthermore, the



Data is an essential ingredient for informed decision making and CaRMS is committed to providing the right data at the right time.



CaRMS Help Centre now contains over 900 individual articles and was accessed over 41,000 times throughout this year's application period.

Data is an essential ingredient for informed decision making and CaRMS is committed to providing the right data at the right time. Our [R-1 data page](#) on carms.ca contains detailed 2022 match reports, as well as 13 years of post-match survey responses about [CMG interview experiences](#), [influential factors on discipline and location choice](#), and [CMG career planning](#). CaRMS also provides interactive charts showing multi-year data on [applications and quota](#), [electives](#), and [interview offers](#).

CaRMS' commitment to fee equity

CaRMS is committed to providing exceptional service and value to our clients at the lowest possible cost. In an effort to continue to provide a fair and equitable pricing structure, and after consultation and endorsement from the learner organizations, beginning in the 2022 match year, program sites were de-coupled from the application program price, allowing applicants to apply to all program sites for one cost. As expected, the average number of distinct programs (university/discipline) remained consistent with previous years.

CaRMS is sensitive to the financial pressures our clients face, and our guiding principle in the determination of our fees remains value for money—through the lens of stewardship, service, and sustainability.

2022 Match Highlights

R-1 Main Residency Match

Applicants matched

3,295



2,852

Canadian medical graduates (CMGs) matched
93.7% of current year CMG graduates matched in the 1st iteration



410

International medical graduates (IMGs) matched
1,322 IMGs participated in the match.
Participation down 23.3% since 2019



12

United States medical graduates (USMGs) matched

Number of applications submitted to programs reached an all-time high at 118,714 applications.

An increase of 12.2% from 2021.

Interest in Family Medicine



46%

of positions in 1st iteration were in Family Medicine

30.7%

of CMGs selected Family Medicine as their first choice discipline

Since 2015 the interest in Family Medicine as first choice for CMGs has declined by 7.3%.

Family Medicine/ Enhanced Skills Match



234

matched

69.6%

match rate

84.5%

position fill rate

Pediatric Subspecialty Match



69

matched

95.8%

match rate

46.9%

position fill rate

Medicine Subspecialty Match



524

individuals matched in both first and second iteration

93.8%

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, 2022

Revenue sources

2021-2022

R-1IMGs	\$ 1,476,230
R-1CMGs	\$ 2,205,846
Institution fees	\$ 1,280,998
Advanced matches (applicants)	\$ 484,849
Ancillary services	\$ 109,146
Translation services	\$ 321,918
Interest on investments	\$ 263,184
Admissions	\$ 133,672
ERAS fees	\$ 9,389

\$ 6,285,232

Revenue sources

\$ 6,285,232

Revenue uses

2021-2022

Expenses	
Salaries and benefits	\$ 4,987,245
Application & matching maintenance, support and development	\$ 383,707
Rent and other building expenses	\$ 200,534
Translation services	\$ 271,606
(Match) transaction fees	\$ 157,138
Travel	\$ 9,424
Communications	\$ 23,170
Office expenditures	\$ 74,130
Professional fees	\$ 40,633
Governance	\$ 25,562
Interest and bank charges	\$ 4,039
Brokerage fees	\$ 48,715
Workplace Advisory Committee, RFP process	\$ 77,469
Information technology expense	\$ 150,850

\$ 6,454,222

Change in non-cash working capital \$ (32,852) ¹

Investing activities \$ 99,768

Acquisition of capital assets

Computer equipment	\$ 38,166
Software	\$ 22,957
Total acquisition of capital assets	\$ 61,123

Financing activity

Capital lease payments \$ 76,349

Revenue uses **\$ 6,658,610**

Net increase/Decrease in cash or cash equivalents

\$ (373,378)

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

