



Canadian Resident
Matching Service

Strengthening our Resident Matching Services



2014 ANNUAL REPORT

Evolving with organizational growth and change

Message from Sandra Banner, Executive Director and CEO



As I reflect on the last decade at the Canadian Resident Matching Service (CaRMS), I have realized that it can be largely characterized by a period of immense change and growth for the organization. 2012 marked the roll-out of our new online service-delivery platform, CaRMS Online. Since that time, our organization has continued making the necessary enhancements to our system so that it responds to the evolving needs of our user community and the demands for increased capacity in our application and residency matching services. Our technical improvements have resulted in

another successful R-1 Main Residency Match (R-1 match) and validated that our significant technical investment in CaRMS Online will position us solidly into the future.

One of the by-products of helping to transition thousands of graduates into residency each year is the acquisition of a wealth of match data. As we do every year, CaRMS produced its annual match reports on the R-1 match and three subspecialty matches (Family Medicine/Emergency Medicine Match, Medicine Subspecialty Match and Pediatric Subspecialty Match). These reports provide comprehensive statistics and trends on Canadian medical graduate and international medical graduate applicants. Full reports on all four of our residency matches can be found on our website, CaRMS.ca.

The results of this year's R-1 match yielded several interesting trends and statistics that reflect the overall growth of medical education in Canada. A record 3,255 graduating stu-

Reflections on the year

Message from Dr. Thomas Marrie, Chair of the Board of Directors



2013-2014 was a year of tremendous growth for the Canadian Resident Matching Service (CaRMS). On behalf of the CaRMS Board of Directors, I am pleased to report on another successful year of providing a fair, accurate, independent and transparent application and matching service to the Canadian medical education community.

Over the course of the fiscal year, the CaRMS Board of Directors convened three times to discuss important issues concerning the selection process for postgraduate training in Canada. On June 21 and 22, 2013, the Board met for their annual Board retreat held in Nova Scotia and

members of our stakeholder community made presentations on the future of assessment of international medical graduates and on the transitions recommendation for the Future of Medical Education in Canada (FMEC) postgraduate project.

In addition, the Board also heard from an independent consultant, who outlined the parameters of an organizational review commissioned by the Board, and would mark the jumping off point for a process of soliciting and compiling extensive feedback on CaRMS' processes, plans and resources from staff, stakeholders, clients and partners. The process provided CaRMS with an invaluable opportunity for reflection and a candid assessment of its strengths, challenges, opportunities for improvement and future sustainability.

The result of the organizational review process was a blueprint containing recommendations that focused on seven key areas for improvement, as well as an implementation strategy. This guidance provided CaRMS with a clear road map for meeting and surpassing upcoming challenges and moving the organization confidently into future match years. The organizational review's final report was presented to the Board and approved at a special meeting of the Board of Directors on September 11, 2013 in Toronto.



Using the report's recommendations as a guide, CaRMS has been focused on increased stakeholder consultation this year. CaRMS remains committed to continuing this ongoing dialogue with our user community, and building and strengthening relationships with our group of dedicated stakeholders based on a model of open and honest feedback. The feedback we receive through this process has a direct impact on future enhancements and improvements to CaRMS Online.

CaRMS has also enhanced communication with stakeholders. With this in mind, the human resources capacity of the communications department was increased and a series of enhanced communications products have been developed. Whether on the Web, in print or via social media, I am confident that CaRMS will effectively and consistently provide the right information to the right people in the right format.

In addition to the changes brought about by the organization review process, CaRMS also achieved a major milestone in 2014 when it officially achieved a status of compliance with the new Canada Not-for-Profit Corporations Act. The milestone aligns well with CaRMS' continuing efforts to assess its governance structure, examine existing bi-laws and employ best practices in its decision-making process.

The CaRMS Board of Directors continues to benefit from the contributions of our three directors-at-large, who bring a unique perspective and skill set to our deliberations. As a Board, we are committed to ensuring the make-up of the Board of Directors reflects the composition of key voices within the medical education community.

I would like to thank CaRMS' Executive Director and CEO, Sandra Banner, for her continued leadership of the organization and extend my heartfelt gratitude to the entire CaRMS team for their dedication and enthusiasm for the work they do.

As I write this, I am reminded that the release of this annual report marks my final reflections on behalf of CaRMS as chair of the Board of Directors. It has been a great pleasure throughout my three-year term as Board Chair to work with a group of dedicated board directors. I look forward to watching CaRMS continue to work with the medical education community as a trusted partner providing the essential services students require to obtain postgraduate medical training positions in Canada.

CaRMS' mission and vision

CaRMS' mission and vision provides guidance and informs our decision-making process. As we look forward into the future and make improvements to our services, we strive to ensure they meet the highest standards for accuracy, transparency, fairness and equity.

Our mission

CaRMS' mission is to enhance the excellence of Canada's medical education system by providing:

- A fair and transparent electronic application and selection process for medical students, residents and medical schools;
- Information services to learners and qualified applicants on medical education opportunities in Canada;
- Objective, unbiased data collection and analysis on career and candidate selection; and
- Data to medical education partners, stakeholders and health policy decision-makers in order to assist in health human resource planning.

Our vision

CaRMS contributes to enhancing the excellence of Canada's health care system by:

- Facilitating the matching of prospective medical doctors with the appropriate residency programs;
- Ensuring the highest standards of fairness, transparency and client services throughout its electronic selection and matching process; and
- Providing comprehensive data collection, analysis and research that provides valuable intelligence to both its clients and health policy decision-makers.

About CaRMS

The Canadian Resident Matching Service (CaRMS) is a national, not-for-profit, fee-for-service organization established in 1969 at the request of medical students seeking an independent entity to provide a fair and transparent application and matching service for entry into postgraduate medical training throughout Canada.

Our services

CaRMS is a service-driven organization. In addition to running four residency matches, we provide medical school admissions solutions, facilitate translation services of certain documents for the R-1 Main Residency Match, provide research and data services, and administer Canadian applicants' access to the electronic application system for medical residency training in the United States.

A more detailed description of our services follows.

Residency matches

R-1 Main Residency Match

The R-1 Main Residency Match is the match for entry level (R-1) postgraduate positions. The R-1 match is CaRMS' largest match and encompasses all 17 Canadian medical schools.

Family Medicine/Emergency Medicine Match

The Family Medicine/Emergency Medicine Match (FM/EM match) is for applicants who are completing or have completed postgraduate training in family medicine in Canada and want to pursue enhanced skills training in emergency medicine.

Medicine Subspecialty Match

The Medicine Subspecialty Match (MSM) is for residents currently in an internal medicine residency training program who are looking to apply for subspecialty training.

Pediatric Subspecialty Match

The Pediatric Subspecialty Match (PSM) is for residents currently in a pediatric residency training program who are looking to apply for subspecialty training.



Application to the US

CaRMS also administers Canadian applicants' access to the electronic application system for medical residency training in the United States, known as the Electronic Residency Application Service (ERAS).

Medical school admissions

CaRMS provides a secure online admissions portal for the Degree of Doctor of Medicine at Memorial University of Newfoundland. CaRMS manages and handles inquiries regarding the online application system, the registration process, document processing, payment and the electronic reference portal.

Translation services

CaRMS offers English-to-French and French-to-English translation services through CaRMS Online for select documents for the R-1 Main Residency Match. Eligible documents include medical school transcripts, Medical School Performance Records (MSPRs) and reference letters.

Research and data services

CaRMS' research and data services provide invaluable information to faculties of medicine, stakeholder organizations and federal and provincial policy-makers in health human resources planning.

Each year, CaRMS collects longitudinal data from all four of our residency matches and holds national aggregate statistics on medical education in Canada dating back to 1972.

CaRMS also supports the Canadian medical education system through regular research and data collaboration projects that provide insight and answers to various data inquiries from universities, other medical organizations and government departments.

In addition to publishing reports and undertaking research projects, our research and data services department also administers a number of surveys. Our surveys allow us to obtain valuable feedback and information on applicants and current trends in medical education.

Governance at CaRMS

CaRMS operates under a model of governance that ensures accountability, provides oversight and sets strategic directions for the organization. CaRMS responds to the evolving needs of our stakeholders and users within a changing health care system and contributes to maintaining the integrity of a world-class medical education system in Canada.

CaRMS is governed by a volunteer Board of Directors selected by election or appointment and is comprised of a broad base of voices from within the medical education community. While not representing the organizations from which they are nominated, each elected or appointed individual to the Board brings their unique perspectives from their member or stakeholder organizations. In this role, they act in a fiduciary capacity on behalf of CaRMS in their deliberations and in their decisions.

Member organizations

- HealthCareCAN (formerly Association of Canadian Academic Healthcare Organizations (ACAHO))
- Association of Faculties of Medicine of Canada (AFMC)
- Canadian Association of Internes and Residents (CAIR)
- Canadian Federation of Medical Students (CFMS)
- College of Family Physicians of Canada (CFPC)
- Canadian Medical Association (CMA)
- Federation of Medical Regulatory Authorities of Canada (FMRAC)
- Royal College of Physicians and Surgeons of Canada (RCPSC)

Stakeholder organizations

- Fédération médicale étudiante du Québec (FMEQ)
- Fédération des médecins résidents du Québec (FMRQ)



2013-14 Board of Directors



Dr. Tom Marrie

Chair

Dean, Faculty of Medicine
Dalhousie University

Dr. Anurag Saxena

Treasurer

Associate Dean, Postgraduate Medical Education
University of Saskatchewan

Dr. Ian Brasg

Director

Medical Resident
University of Toronto

Dr. Rocco Gerace

Director

Registrar
College of Physicians and Surgeons of Ontario

Dr. Jesse Kancir

Director

Medical Resident
University of Toronto

Ms. Valérie Martel

Director-at-Large

Medical Student
Université Laval

Dr. Eric Peters

Director-at-Large

Medical Resident
Université de Montréal

Mr. George Thomson

Director-at-large

Senior Director
National Judicial Institute

Dr. Willa Henry

Vice-Chair

Program Director, Postgraduate Medical Education
University of British Columbia

Ms. Sandra Banner

Executive Director and CEO

Canadian Resident Matching Service

Dr. Robin Clouston

Director

Medical Resident
Memorial University of Newfoundland

Dr. Kenneth Harris

Director

Executive Director, Office of Education
Royal College of Physicians and Surgeons of Canada

Dr. Joanna Lazier

Director

Medical Resident
University of Calgary

Ms. Anne McGuire

Director

President & CEO
IWK Health Centre

Dr. Ira Ripstein

Director

Associate Dean, Undergraduate Medical Education
University of Manitoba

Dr. Janice Willett

Director

Associate Dean, Faculty Affairs
Northern Ontario School of Medicine

Committees

Six committees report to CaRMS' Board of Directors that examine and make recommendations on a variety of Board mandates. They meet at least twice a year and membership is made up of Board and non-Board members.

Awards Committee

Dr. Nick Busing	Member (non-Board)
Sister Elizabeth Davis	Member (non-Board)
Dr. Matt Frey	Member (non-Board)
Mr. Peter Gill	Member (non-Board)
Dr. Willa Henry	Committee Chair
Dr. Richard Reznick	Member (non-Board)

Executive Committee

Ms. Sandra Banner	Executive Director and CEO (ex-officio)
Dr. Robin Clouston	Director
Dr. Willa Henry	Vice-Chair
Dr. Tom Marrie	Chair
Dr. Anurag Saxena	Treasurer

Finance and Audit Committee

Ms. Sandra Banner	Executive Director and CEO (ex-officio)
Dr. Ian Brasg	Director
Dr. Kenneth Harris	Director
Mr. Robert Lee	Member (non-Board)
Dr. Anurag Saxena	Committee Chair

Nominating Committee

Ms. Sandra Banner	Executive Director and CEO (ex-officio)
Dr. Ian Brasg	Director
Dr. Robin Clouston	Director
Dr. Janice Willett	Committee Chair

Research and Data Policy Committee

Ms. Sandra Banner	Executive Director and CEO (ex-officio)
Dr. Joanna Lazier	Director
Dr. Ira Ripstein	Committee Chair
Dr. Christel Woodward	Member (non-Board)

Scope of Services Committee

Ms. Sandra Banner	Executive Director and CEO (ex-officio)
Dr. Robin Clouston	Committee Chair
Dr. Willa Henry	Director
Dr. Joanna Lazier	Director
Vacant	Member (non-Board)



2014 Sandra Banner Student Award for Leadership



The 2014 recipient of the Sandra Banner Student Award for Leadership (SBSAL) was Dr. Sarah Mary McIsaac. The award was presented to Dr. McIsaac during the CaRMS Forum – Interactive session at the Canadian Conference on Medical Education (CCME) on April 26, 2014 in Ottawa.

Dr. McIsaac was a fourth-year student in the combined Anesthesiology program at the University of Ottawa and the Northern Ontario School of Medicine (NOSM). She

has a strong academic background and holds many local and national leadership roles. Funding from the award will allow her to pursue the formal educational course “Leading Innovations and Health Care and Education”, delivered by the Harvard Macy Institute. The course will give her the knowledge and skill set to continue developing the e-learning platform of NOSM’s Anesthesiology postgraduate training program.

CaRMS’ Board of Directors launched the SBSAL in 2013. The award encourages the development of future leaders in medicine through public recognition and financial support of undergraduate medical students and postgraduate medical trainees that have demonstrated interest in and aptitude for leadership.

CaRMS' organizational review

Over the last decade, CaRMS has experienced a period of rapid organizational change and growth. As is customary for organizations encountering this type of major development, the CaRMS Board of Directors initiated the call in June of 2013 to conduct an assessment of the organization's leadership, resources, processes, mission, sustainability, as well as strategic, supporting and operational plans.

The review was conducted by an independent consultant who obtained extensive feedback from CaRMS' Board and staff, as well as all external stakeholder groups, including faculties of medicine, partners, applicants and other interested parties.

The review process generated seven recommendations and dozens of implementation strategies that were consolidated into one final report. The report was presented to the CaRMS Board of Directors on September 11, 2013 and was accepted. After approval, the report was also published on the CaRMS website.

The recommendations and implementation strategies contained in the report provided us with an updated blueprint to guide organizational growth and help us evolve into the future. They also supported and validated several organizational initiatives already initiated by CaRMS pre-review.

Prior to the release of the organizational review's final report, Irving Gold was appointed CaRMS' new Vice President in July 2013, and later became CaRMS' implementation lead for the report. In 2013, CaRMS also hired a full-time in-house translator and began offering translation services to its bilingual applicants in the R-1 Main Residency Match through a certified, third-party translation firm.

Enhanced and increased communications

One of the report's major areas of focus was the need for improved communications and increased formal consultation. In response, CaRMS has devoted significantly greater



resources to our communications branch. A redesigned version of our website, CaRMS.ca, was launched in October 2013 and communications consultant, Todd Coopee, was hired to oversee changes to CaRMS' communications.

A comprehensive crisis communications plan was created and shared with CaRMS staff, outlining important information regarding contingency planning on Match Day in the event of technical issues distributing match results. In addition, CaRMS also launched CaRMS Alert, an online service which provides our users and stakeholders with accurate, real-time information about CaRMS' online systems. An SMS service was also rolled out for faculties of medicine, which provides an alert notification service via subscriber's mobile phones when CaRMS' online systems are experiencing issues.

Throughout the year, CaRMS continued to make enhanced communications an area of focus and developed new and innovative ways to communicate more effectively with our applicants and stakeholders. A redesigned version of our Match Point newsletter was created, along with new help resources and informational materials distributed at events and outreach activities. We also increased our online presence through our social media channels.



Increased consultation

As we endeavor to continuously improve our services, we have introduced several initiatives to increase our formal consultation processes and develop strategies for implementing feedback into improvements and upgrades to our services and online systems. As such, we dedicated significantly more time over the year to soliciting, listening to, and analyzing feedback from our users and stakeholders.

CaRMS engaged specific user groups with a number of feedback surveys on our services and online systems. Our annual CaRMS Forum event at the Canadian Conference on Medical Education was transformed into an interactive session between CaRMS staff and conference delegates. We also hosted a consultation session on our referee portal. CaRMS also solicited the feedback of attendees to our IMG Symposium.

In addition, our corporate website, [CaRMS.ca](https://carms.ca) – a major communications hub for information on the application and match process – features a new feedback button implemented throughout the site to obtain feedback on our user's experience. We also configured an email address, LetUsKnow@carms.ca, dedicated to gathering user feedback on our services and online systems.

Strengthened technical reliability

Our ability to deliver our services effectively rests with the performance of our online platforms. CaRMS has committed to the ongoing enhancement of CaRMS Online and made a number of enhancements in response to user feedback. We have also continued to invest significantly in improving our already robust technical and connectivity infrastructure to ensure it responds to the needs of our users. CaRMS has also increased the number of support tools and resource channels available to our users.

To further strengthen our technical reliability, CaRMS made increased investments this year in our technical human resources. In March 2014, CaRMS hired a full-time senior user interface designer to lead efforts implementing elegant and effective design solutions, as well as a full-time senior quality assurance analyst in April 2014. In May 2014, CaRMS also hired a senior business analyst to help oversee and steer the process of implementing technical initiatives that emphasize industry-standard best practices.

CaRMS is grateful to everyone who provided constructive feedback during the organizational review process. As we progress with our implementation efforts, feedback from our multiple stakeholders groups will remain a critical component of our implementation strategy. We hope we can continue to rely on the participation of our stakeholders throughout this process, as well as with addressing some of the other report recommendations.



2014 match highlights

R-1 Main Residency Match

- A record 3,255 graduating students and physicians matched, an increase of 2.6 per cent from 2013
 - 2,779 Canadian medical graduates (CMGs)
 - Majority accepted into one of their top three choices
 - 449 international medical graduates (IMGs)
- Increased interest in Family Medicine
 - Over 38 per cent of CMGs chose Family Medicine as their first choice discipline

Family Medicine / Emergency Medicine Match

- 133 matched
- Applicant pool increased by 12.7 per cent, with 204 participating

Medicine Subspecialty Match

- 432 matched in both first and second iteration
- 97.6 per cent matched to their first choice discipline
- Most popular career choice: General Internal Medicine

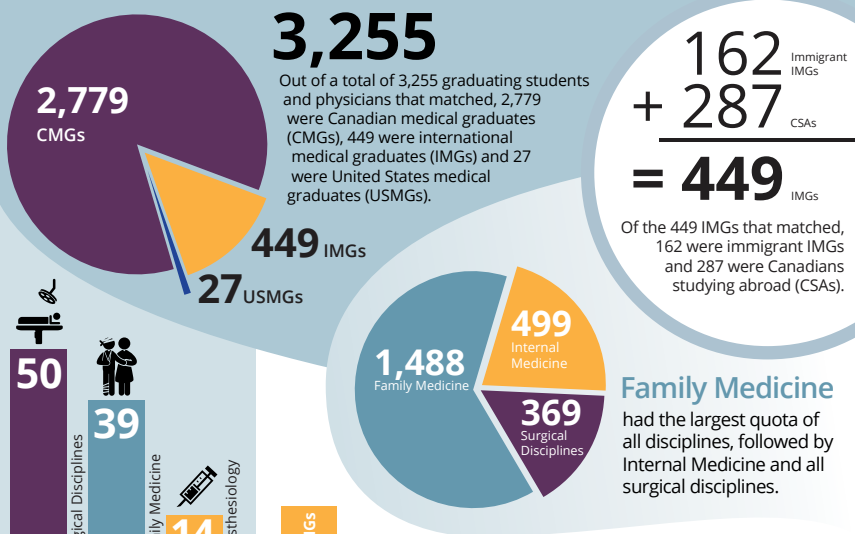
Pediatric Subspecialty Match

- 78 matched
- Majority matched to their first choice rank
- Most popular career choice: Pediatric Emergency Medicine

Visit CaRMS.ca for more information on CaRMS' matches and full match reports and statistics dating back to 1972.

By the numbers

2014 R-1 Main Residency Match



154

154 CMGs went unmatched in the first iteration. CMGs who chose a surgical discipline as their first choice were most likely to be unmatched in first iteration, followed by Family Medicine and Anesthesiology.

All CMGs

38.2%

Choice of Family Medicine is at the highest percentage in 20 years! 38.2 per cent of all CMGs selected a career in Family Medicine as their first choice.

Family Medicine was the **most preferred choice** of discipline, followed by Internal Medicine and surgical disciplines.



2014 Family Medicine/Emergency Medicine Match

The applicant pool for the 2014 Family Medicine/Emergency Medicine Match increased by 12.7 per cent from 2013. However, the number of positions offered decreased 2.9 per cent.

Applicants ▲ 12.7%
Positions ▼ 2.9%

2014 Medicine Subspecialty Match

Of the 419 applicants that matched in the first iteration of the 2014 Medicine Subspecialty Match, 97.6 per cent matched to their first choice discipline.

97.6%



2014 Pediatric Subspecialty Match

5.1%



A total of 78 applicants were matched in the 2014 Pediatric Subspecialty Match, an increase of 5.1 per cent from 2013.

Expanding our presence in the community

CaRMS has always made efforts to make connections with our many applicants and stakeholders within the academic medical community. Year after year our expert staff travel to medical schools across the country to answer important questions about the match and application process, as well as publicize news about updates and improvements to our services. We can also be found at a number of national medical education events throughout the country.

IMG Symposium

The sixth International Medical Graduate (IMG) Symposium took place January 14, 2014 at the Toronto Convention Centre. The IMG symposium is CaRMS' premier national event, providing IMGs with information that better prepares them for the competitive application for medical residency and licensure in Canada. It was attended by 269 registrants from around the world.





The symposium consisted of a plenary and 12 concurrent sessions. Highlights from the symposium include a plenary session given by Judith Miralles, Director at the Australian-based Judith Miralles & Associates, on how cultural differences influence professional practice. In the second half of the plenary, a live Objective Structured Clinical Examination (OSCE) demonstration was led by Dr. Ian Bowmer, Executive Director of the Medical Council of Canada, , giving registrants a valuable opportunity to better understand what to expect with the National Assessment Collaboration (NAC) OSCE.

CaRMS extends its sincerest gratitude to our symposium partners for their generous support with this event!

CaRMS Forum at CCME

The CaRMS Forum took place on April 26, 2014 in Ottawa during the annual Canadian Conference on Medical Education (CCME), the largest gathering of medical educators in Canada. Approximately 125 delegates gathered to listen to CaRMS' Executive Director and CEO Sandra Banner present key highlights from the 2014 R-1 Main Residency Match. The



Sandra Banner Student Award for Leadership was also presented to the 2014 winner, Dr. Sarah Mary McIsaac.

This year the forum was presented in a new interactive format. Delegates had the opportunity to ask questions and learn more about CaRMS, our services, the match, undergraduate admissions solutions, client and corporate services, communications, IT interface and infrastructure, and research and data.

CaRMS staff also led a consultation session at the CCME on CaRMS' referee portal. Feedback obtained from the session will be integrated into future versions of the portal.

Following the CaRMS Forum Interactive session at the CCME, Irving Gold, Vice President of CaRMS, gave an online video presentation of highlights from the 2014 R-1 Main Residency Match in both official languages.

CaRMS on campus

Each year, our client services staff make rounds out to all 17 faculties of medicine to meet face-to-face with medical students seeking to obtain more information on the application and match process.

International Conference on Residency Education

The International Conference on Residency Education (ICRE) took place September 26-28, 2013 in Calgary. CaRMS' Executive Director and CEO Sandra Banner and Dr. Ian Bowmer, Executive Director of the Medical Council of Canada made a presentation to attendees on the myths and shibboleths of selecting international medical graduates for residency programs in Canada.

Family Medicine Forum

The Family Medicine Forum (FMF) took place November 7-9, 2013 in Vancouver. CaRMS staff presented information about CaRMS and our services at a meeting on Emergency Medicine, as well as to Family Medicine programs. CaRMS also participated in the forum as an exhibitor.



Statement of revenue sources and uses

as of May 31, 2014

Revenue sources		2013-2014
R-1 IMGs	\$ 2,808,220	
R-1 CMGs	\$ 1,875,107	
Institution fees	\$ 1,282,466	
Advanced matches (applicants)	\$ 318,730	
Ancillary services	\$ 281,848	
Translation services	\$ 139,425	
Interest on investments	\$ 64,054	
IMG Symposium	\$ 55,781	
ERAS fees	\$ 9,720	
Revenue sources		\$ 6,835,351
Revenue uses		2013-2014
Expenses		
Salaries and benefits	\$ (3,729,048)	
Application and matching maintenance, support and development	\$ (789,679)	
Rent and other building expenses	\$ (351,079)	
Translation services	\$ (81,284)	
(Match) Transaction fees	\$ (185,133)	
Travel	\$ (98,390)	
Communications	\$ (96,989)	
Office expenditures	\$ (110,626)	
IMG Symposium	\$ (74,752)	
Professional fees	\$ (98,047)	
Governance	\$ (50,272)	
Interest and bank charges	\$ (28,494)	
Brokerage fees	\$ (28,214)	
		\$ (5,722,007)
Change in non-cash working capital		\$ (71,940)
Investing activities		
Additions to reserves		\$ (450,000)
Acquisition of capital assets		
Computer equipment	\$ (50,109)	
Software	\$ (31,043)	
Furniture	\$ (68,726)	
Total acquisition of capital assets		\$ (149,878)
Financing activity		
Obligations under capital lease		\$ (141,748.00)
Revenue uses		\$ (6,535,573.00)
Net increase/Decrease in cash		\$ 299,778

1. This includes our head office on Nepean and our Hunt Club office.