



2017 Annual Report



Fairness



Objectivity



Reliability



Transparency

Leading through change and growth

A MESSAGE FROM THE CEO, JOHN GALLINGER

In this Annual Report, we are pleased to share with you what we consider to be the highlights of the 2016-2017 fiscal year.

We highly value our relationships with partners throughout the medical education community. Through regular meetings with learner organizations, we're keeping our fingers on the pulse of medical student and resident issues. We established the CaRMS Online Application Review Committee for Postgraduate Residency Training, with membership that includes key clients and stakeholders. This Committee institutes regular and standardized reviews of the CaRMS Online application and makes recommendations for improvements that will help us better facilitate the match process for everyone involved.

The application and matching service that CaRMS provides is one part of the larger system of residency application and selection in Canada. While many outcome measures are reflective of an effective system, we are also cognizant of some of the less desirable outcomes – notably the unmatched Canadian Medical Graduate, as well as increases in application volume and the resultant rising workload for programs. In collaboration with our clients and stakeholders, we are committed to



leveraging our expertise, knowledge and data to work toward improvement in these areas. Innovation for improvement has been a major theme for CaRMS, and will remain so in the years ahead.

The past year also saw a continued focus on improving and enhancing the client experience. With the introduction of 'live chat', our client service representatives can now serve more clients in real-time to make sure they get the help they need when they need it. And we began sharing one of our most valuable resources – our data – in new ways. Our online **trend data** and **interactive data** tool showcase match results and related information for the past decade in easily digestible charts and graphs to provide a more fulsome picture of longitudinal application and outcome data.

To help shape these and other ongoing improvement efforts, we have been working hard to build a Continuous Quality Improvement (CQI) culture at CaRMS. What is a CQI culture? Quite simply, it means that every member of the CaRMS team keeps client-centric improvement front of mind in their day-to-day activities, leading to continuous enhancements in every area of our business. This work will carry on as we systematically improve the client experience and underlying internal operations in the years to come.

On a personal note, I've had the privilege of visiting many of our faculties of medicine in the last year. It's been a pleasure to meet the faculty and students at each school, learn about their successes and challenges, and get an up close and personal look at our clients' world. I've also been pleased to have been able to provide some tailored, school-specific data on these visits, to help bring that world into clearer focus.

Also on the data front, we held a more interactive version of our 2017 CaRMS Forum bringing the community some new, thoughtful views of key match data points to foster discussion and healthy debate on topics of shared importance. We were pleased with our clients' and stakeholders' positive responses to this approach and look forward to making further strides in this direction at our upcoming CaRMS Forum in 2018.

Throughout what has been a very busy and productive year, we have intentionally struck a careful balance of stewardship, sustainability and service. By introducing operating efficiencies across the organization, we have been able to ensure we are delivering high quality services at the lowest possible cost to our clients. This was reflected in zero fee increase in the 2016-17 fiscal year and a reduction in the subsequent year.

To conclude, I would like to extend my sincere thanks to the CaRMS' Board of Directors, the entire CaRMS team, our members and partners for their hard work, dedication and collaboration over the last year. We have been honoured to serve our clients and stakeholders and look forward to continuing that important work in the years to come.

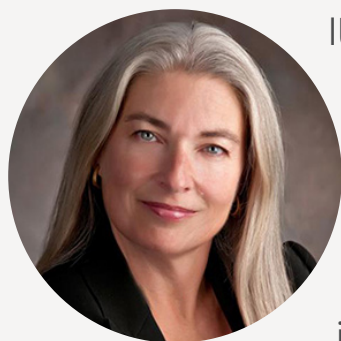


John Gallinger

CHIEF EXECUTIVE OFFICER

Reflecting on another successful year

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



It seems like we are all talking about the residency matching process as it exists in Canada.

When CaRMS was established in 1969, it was for a very clear reason—medical students and faculty saw the need for an impartial entity to provide a fair and transparent application and matching service for postgraduate medical training in Canada. CaRMS' founding organizations included representation from students, faculty, hospitals, the colleges and licensing authorities.

While many things at CaRMS have changed in the intervening years, the importance of full community participation in the governance of CaRMS has remained a constant.

I was pleased to step into the role of Chair of the CaRMS Board of Directors in October 2016, and I thank outgoing chair Dr. Willa Henry and my colleagues on the board for their continued commitment to guiding this crucial organization as it fulfills its mandate to facilitate an application and match service that results in the best possible outcomes for all stakeholders.

This October, the CaRMS Board met and reflected on our mandate and our approach to continuous quality improvement. We also reflected on our experiences in our 'day jobs' as

learners, medical educators, regulators and administrators of health and medical education and care.

This rich discussion acknowledged that so much of the residency matching process is outside of the mandate of CaRMS. We recognize the distress caused when learners are unmatched. The current status lack of a systematic quality improvement approach leads to anxiety for both applicants and faculties of medicine.

We engaged in much thoughtful discussion around what role we can play in systematic quality improvement in residency matching in Canada beyond our governance mandate for CaRMS.

Some themes emerged such as: data and the intersection of scholarship; research and data; service excellence and continuous improvement; superior CaRMS experience; financial stewardship; and supportive stakeholder relationships. We had strong consensus that we are and should continue to be a trusted partner in data provision and that collaboration with faculties of medicine in their pursuit of scholarship in the area of Canada residency matching process was key to quality improvement in the whole process.

I extend my thanks to John, the entire CaRMS team and Board. I look forward to the continued collaboration with our stakeholders and partners toward our shared goal of improving the residency match experience.

A handwritten signature in blue ink that reads "J Willett". The signature is stylized and fluid.

Dr. Janice Willett

CHAIR OF THE BOARD OF DIRECTORS

About

The Canadian Resident Matching Service (CaRMS) is a national, independent, not-for-profit, fee-for-service organization that provides a fair, objective and transparent application and matching service for medical training throughout Canada.

CaRMS plays a highly valued role in supporting and enhancing the excellence of the Canadian health care education system and strives to ensure all of its services meet the highest standards for accuracy, transparency, fairness and equity.

Core purpose

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

Mission

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

Vision

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

Values

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

Governance at CaRMS

CaRMS is governed by a volunteer Board of Directors selected by election or appointment. CaRMS' member organizations 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 ratified by member organizations 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)
(new Member organization as of 2016 May 16)
- Fédération médicale étudiante du Québec (FMEQ)
(new Member organization as of 2016 May 16)
- 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, 2016 – May 31, 2017



Dr. Janice Willett

*Vice-Chair (to Oct 2016);
Chair (from Oct 2016)*

Associate Dean, Faculty Affairs
Northern Ontario School of Medicine



Dr. Preston Smith

Vice-Chair (from Oct 2016)

Dean, College of Medicine
University of Saskatchewan



Dr. Brendan Carr

Treasurer (from May 2017)

President and CEO
Vancouver Island Health Authority



Mr. John Gallinger

CEO (ex officio non-voting)

Canadian Resident Matching Service



Dr. Tavis Apramian

Director (from Oct 2016)

Medical Student, Schulich
School of Medicine & Dentistry
Western University



Dr. Catherine Cervin

Director

Associate Dean, Postgraduate
Medical Education
Northern Ontario School of Medicine



Dr. Sylvain Coderre

Director

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



Dr. Terry Colbourne

Director (from Oct 2016)

Medical Resident, Internal Medicine
University of Manitoba



Dr. Bryce Durafour

Director

Medical Resident, Neurology
Queen's University



Dr. Rocco Gerace

Director

Registrar, College of Physicians
and Surgeons of Ontario



Dr. Ken Harris

Treasurer (to May 2017)

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



Dr. Willa Henry

Chair (to Oct 2016); Director

Program Director, Family Medicine
Residency Program
University of British Columbia



Dr. Irfan Kherani

Director (to Oct 2016)

Medical Resident, Ophthalmology
University of Ottawa





Dr. Anthea Lafrenière

Director (to Oct 2016)

Medical Student, Faculty of Medicine
University of Ottawa



Dr. Eric Peters

*Director-at-large (to Oct 2016);
Director (from Oct 2016)*

Medical Resident, Anesthesiology
& Adult Critical Care
Université de Montréal



Dr. Jay Rosenfield

Director

Vice-Dean, Undergraduate Medical
Education, Faculty of Medicine,
University of Toronto



Ms. Jessica Ruel-Laliberté

*Director-at-large (to Oct 2016);
Director (to May 2017)*

Medical Student, Faculty of Medicine
Université Laval



Dr. Inge Schabert

Director-at-large (from May 2017)

Associate Professor, Family Medicine
McMaster University



Dr. Peter Sytnik

Director (to Oct 2016)

Medical Resident, General Surgery
University of Manitoba



Mr. George Thomson

Director-at-large (to Oct 2016)

Senior Director, International
Cooperation Group
National Justice Institute



Mr. Nebras Warsi

Director (to Oct 2016)

Medical Student, Faculty of Medicine
McGill University



Board Committees

June 1, 2016 – May 31, 2017

Awards

Mr. Samuel Bergeron	Non-Board student leader <i>(from Oct 2016)</i>
Dr. Nick Busing	Non-Board community leader
Dr. Christian Campagna	Non-Board resident leader <i>(from Oct 2016)</i>
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Ken Harris	Treasurer and Committee Chair <i>(to May 2017)</i>
Dr. Rocco Gerace	Committee Chair
Dr. Willa Henry	Board Chair <i>(to Oct 2016)</i>
Dr. Margaret Moores	Non-Board resident leader <i>(from Oct 2016)</i>
Mr. Eric Zhao	Non-Board student leader <i>(from Oct 2016)</i>

Executive

Dr. Brendan Carr	Treasurer <i>(from May 2017)</i>
Dr. Bryce Durafour	CFMS-nominated Director <i>(from Oct 2016)</i>
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Ken Harris	Treasurer and Committee Chair <i>(to May 2017)</i>
Dr. Willa Henry	Board Chair <i>(to Oct 2016)</i>
Dr. Irfan Kherani	CFMS-nominated Director <i>(to Oct 2016)</i>
Dr. Preston Smith	Vice-Chair <i>(from Oct 2016)</i>
Dr. Janice Willett	Vice-Chair <i>(to Oct 2016)</i> ; Board Chair <i>(from Oct 2016)</i>

Finance

Dr. Brendan Carr	Treasurer and Committee Chair <i>(from May 2017)</i>
Dr. Catherine Cervin	Director
Dr. Bryce Durafour	Director
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Ken Harris	Treasurer and Committee Chair <i>(to May 2017)</i>
Dr. Willa Henry	Board Chair <i>(to Oct 2016)</i>
Mr. Robert Lee	Non-Board subject expert <i>(to Sep 2016)</i>
Ms. Jennifer Sondergaard	Non-Board subject expert <i>(from May 2017)</i>
Dr. Janice Willett	Board Chair <i>(from Oct 2016)</i>

Governance

Dr. Terry Colbourne	Director <i>(from Oct 2016)</i>
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Willa Henry	Board Chair <i>(to Oct 2016)</i>
Dr. Eric Peters	Committee Chair <i>(from Oct 2016)</i>
Mr. George Thomson	Committee Chair <i>(to Oct 2016)</i>
Dr. Janice Willett	Board Chair <i>(from Oct 2016)</i>

Research and Data

Dr. Tavis Apramian	Director <i>(from Oct 2016)</i>
Dr. Catherine Cervin	Committee Chair
Mr. John Gallinger	CEO <i>(ex officio non-voting)</i>
Dr. Willa Henry	Board Chair <i>(to Oct 2016)</i>
Ms. Jessica Ruel-Laliberté	Director <i>(to May 2017)</i>
Dr. Christel Woodward	Non-Board subject expert





A Year in Review

STRATEGIC PLANNING



The CaRMS team continued to dedicate significant attention to strategic planning throughout the year. Using the strategy map, along with the balanced scorecard, as a framework for strategic performance management within the organization, we were able to continually measure, review and assess our performance. The CaRMS team also used the strategy map to promote discussion, focus organizational efforts and support decision making, ensuring we continue to meet the needs of our clients and stakeholders.

CLIENT AND STAKEHOLDER ENGAGEMENT

We have initiated a new era of collaboration and engagement with our member and stakeholder organizations. Meetings and dialogue with leaders of member organizations and other engagement activity remains a top priority as it continues to highlight the importance of sharing our data and insights into the match process.

CaRMS continues to meet regularly with the four learner organizations where discussions include dialogue and feedback on services, data, privacy, match breaches, program fees and the contract.

CaRMS has also been actively participating in ongoing discussions as part of both the Association of Faculties of Medicine of Canada (AFMC) Resident Matching Committee, as well as its technical sub-committee. These committees examine and identify the specific causal factors contributing to unmatched Canadian Medical Graduates (CMG), outline implications of continued unmatched CMGs, and develop recommendations to address the issue.

Recognizing the importance of continued client and stakeholder engagement, CaRMS participated in the 2017 Canadian Conference on Medical Education (CCME), attending several stakeholder meetings. While in attendance, we held another successful CaRMS Forum, outlining highlights from the 2017 R-1 match, including regional and language-specific views of match results.

ENHANCING THE CLIENT EXPERIENCE



As part of CaRMS' continuing commitment to excellent client service, CaRMS launched its new Voice of Client (VOC) program. The VOC was developed to ensure that CaRMS continues to provide high quality service and products to our clients, recognizing that our clients continue to be the drivers of what a quality service or product looks like.

In addition, all users now have access to trend data for the R-1 Main Residency Match. Our trend charts combine several years of comparative data to help clients and stakeholders see the big picture when it comes to R-1 match statistics, discipline choices, as well as supply and demand in various disciplines. We also released our new interactive data tool which allows users to click through 10 years of match data by school and discipline. The tool is designed to help students understand trends relating to available and filled quota and interest or demand in a program, as well as to help student affairs teams counsel students.



In the fall of 2016, chat was successfully implemented as a new channel for clients using CaRMS Online. Chat is considered to be a more user-friendly, client-centric and cost-effective means to serve our clients.

As CaRMS continues to look for opportunities to better serve our clients we are focused on ensuring that operations are effective and reliable within the context of a continuous quality improvement (CQI) culture. CQI allows us to improve our services and provide value to our clients. Constant improvement of the way we work helps us reduce waste, increase efficiency and improve client satisfaction.

2017 Match Highlights

R-1 MAIN RESIDENCY MATCH

- 3241 applicants matched
 - 2806 Canadian medical graduates (CMGs)
 - Majority (81.9%) accepted into one of their top three ranked choices
 - 411 international medical graduates (IMGs)
 - 24 United States medical graduate (USMGs)
- Continued interest in Family Medicine
 - Over 34 per cent of CMGs chose Family Medicine as their first-choice discipline

FAMILY MEDICINE / EMERGENCY MEDICINE MATCH

- 113 matched with 195 participating
- Decrease of 4 positions

MEDICINE SUBSPECIALTY MATCH

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

PEDIATRIC SUBSPECIALTY MATCH

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

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



Statement of revenue sources and uses

AS OF MAY 31, 2017

Revenue sources 2016-2017

R-1 IMGs	\$ 2,721,380	
R-1 CMGs	\$ 2,464,868	
Institution fees	\$ 1,321,503	
Advanced matches (applicants)	\$ 371,548	
Ancillary services	\$ 136,801	
Translation Services	\$ 216,473	
Interest on investments	\$ 491,224	
Admissions	\$ 118,079	
ERAS fees	\$ 10,527	
		7,852,403
Revenue sources		\$ 7,852,403

Revenue uses 2016-2017

Expenses		
Salaries and benefits	\$ (4,190,443)	
Application & Matching maintenance, support and development	\$ (266,817)	
Rent and other building expenses	\$ (336,086)	
Translation Services	\$ (104,376)	
(Match) Transaction fees	\$ (221,992)	
Travel	\$ (76,208)	
Communications	\$ (77,071)	
Office expenditures	\$ (153,824)	
Professional fees	\$ (108,836)	
Governance	\$ (315,403)	
Interest and bank charges	\$ (12,065)	
Brokerage Fees	\$ (51,529)	
		\$ (5,914,650)
Change in non-cash working capital		\$ (168,376)*

Investing activities

Additions to reserves	\$ (1,656,000)
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Acquisition of capital assets

Computer equipment / Software	\$ (101,225)	
Leasehold improvements	\$ (137,481)	
Furniture	\$ -	
Total acquisition of capital assets		\$ (238,706)

Financing activity

Obligations under capital lease	\$ (155,722.00)
Revenue uses	\$ (8,133,454.15)

Net increase/Decrease in cash or cash equivalents	\$ (281,051)
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*Accounts Receivable, Prepaid expenses, Accounts payable, accrued liabilities and deferred revenue

Report of the independent auditor on the summarized financial statement

To the Members of

CANADIAN RESIDENT MATCHING SERVICE

The accompanying summarized financial statement, which comprise the statement of revenue sources and use for the year ended May 31, 2017 and related note, are derived from the complete audited financial statements of the Canadian Resident Matching Service (CaRMS) for the year ended May 31, 2017. We expressed an unmodified audit opinion on those financial statements in our report dated August 21, 2017.

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

Management's Responsibility for the Summarized Financial Statement

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

Auditor's Responsibility

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

Opinion

In our opinion, the summarized financial statement derived from the audited financial statements of the Canadian Resident Matching Service for the year ended May 31, 2017 is a fair summary of those financial statements, in accordance with the basis described in the related note.

WELCH LLP

Chartered Professional Accountants
Licensed Public Accountants
Ottawa, Ontario
August 21, 2017.

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.



