



2019 ANNUAL REPORT



**WHAT MATTERS
TO OUR CLIENTS
& STAKEHOLDERS
MATTERS TO US.**



JOHN GALLINGER

CHIEF
EXECUTIVE
OFFICER



Continuous improvement has been, and will always be, a hallmark of how CaRMS works with the community.

A MESSAGE FROM OUR CEO,
JOHN GALLINGER

As stewards of Canada's application, selection and match system for post graduate medical education, CaRMS plays an important part in the career journey of thousands of medical learners each year. The CaRMS process is a necessary step along the path to practice medicine, and our job is to make that step as efficient and effective as possible for the applicants and faculties who use our services.

Client experience has been a guiding force for us over the last year. We want to leverage our expertise to make our clients' jobs easier, and we've been able to do some great work on this front thanks to a variety of productive collaborations with our clients and stakeholders. From the BPAS Working Group to the Interview Offer Status Notification Committee and everything in between, our partnerships have yielded tangible improvements to the way work is done in medical education. We also focused on measures designed to reduce applicant uncertainty related to the application and match process, and we will continue to look for ways we can lower the anxiety inherent in the career decision-making process as much as possible. Continuous improvement has been, and will always be, a hallmark of how CaRMS works with the community. This is to ensure the evolution of the critical process we oversee keeps pace with changing needs and expectations.

Excellent client experience hinges on value, and CaRMS has always been committed to providing that value at the lowest possible cost to our clients. As a not-for-profit organization, the fees we collect go directly into our systems and services to ensure that we are able to provide the service our clients expect, at the level they deserve. Every year, we review our fees to ensure they are reflective of the actual costs of providing our services. As part of this annual process, we endeavor to find efficiencies and savings wherever possible. This focus has enabled us to reduce match fees by two per cent a year over the last three years, while also increasing the number of applications included in the match participation fee from four to nine. These fee reductions, including the increase in the number of prepaid programs, amount to an average savings for applicants of 36 per cent from 2016 to 2019. We are committed to continuing to work closely with our clients to ensure they receive exceptional service and value.

On behalf of the entire CaRMS team, I would like to sincerely thank you for your support and collaboration over what has been a very exciting year. I look forward to continuing to work together toward further shared success in the months and years to come.

DR. ERIC PETERS

CHAIR OF
THE BOARD
OF
DIRECTORS



CaRMS' stewardship of the match continues to be guided by the core values of safety, objectivity, fairness and equity.

A MESSAGE FROM THE CHAIR
OF THE BOARD OF DIRECTORS,
DR. ERIC PETERS

CaRMS plays a unique and important role in Canada's medical education system. When learners, faculty, hospitals, the colleges and licensing authorities came together to create CaRMS nearly 50 years ago, it was with the shared goal of a fair, objective and transparent match for post-graduate medical education. Today, CaRMS' stewardship of the match continues to be guided by the core values of safety, objectivity, fairness and equity.

With a governance model that draws on a broad base of stakeholders in the medical education community, CaRMS is able to ensure the presence of input from all perspectives in the crafting of its policies and procedures while maintaining its independence and impartiality. This reality makes it uniquely suited to oversee the critical steps along the medical education continuum that are the matches. Our board members' diverse perspectives are all directed toward the same goal – an excellent and ever-improving application, selection and match process.

We know that the CaRMS matches mark significant milestones, with medical students and residents making big and small decisions that help shape their future careers. Our job is to make this process as effective, efficient and straightforward as possible. One of the ways we can help is by providing data to inform decision making. In addition to our [annual match reports](#) and [CaRMS Forum](#) presentation, we regularly produce and share an abundance of other match-related information. From [electives](#) statistics to insights into the [factors that influence discipline and program location choice](#), CaRMS does its best to arm you with the information you need to facilitate your decisions.

On behalf of the CaRMS Board of Directors, I would like to extend a sincere thank you to the entire CaRMS team and to our many collaborating clients and stakeholders for their work over the past year. I look forward to what we can accomplish in the year ahead.

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 enable career decision-making by medical learners based on the greatest compatibility of preference between medical learners and programs within faculties of medicine.

MISSION

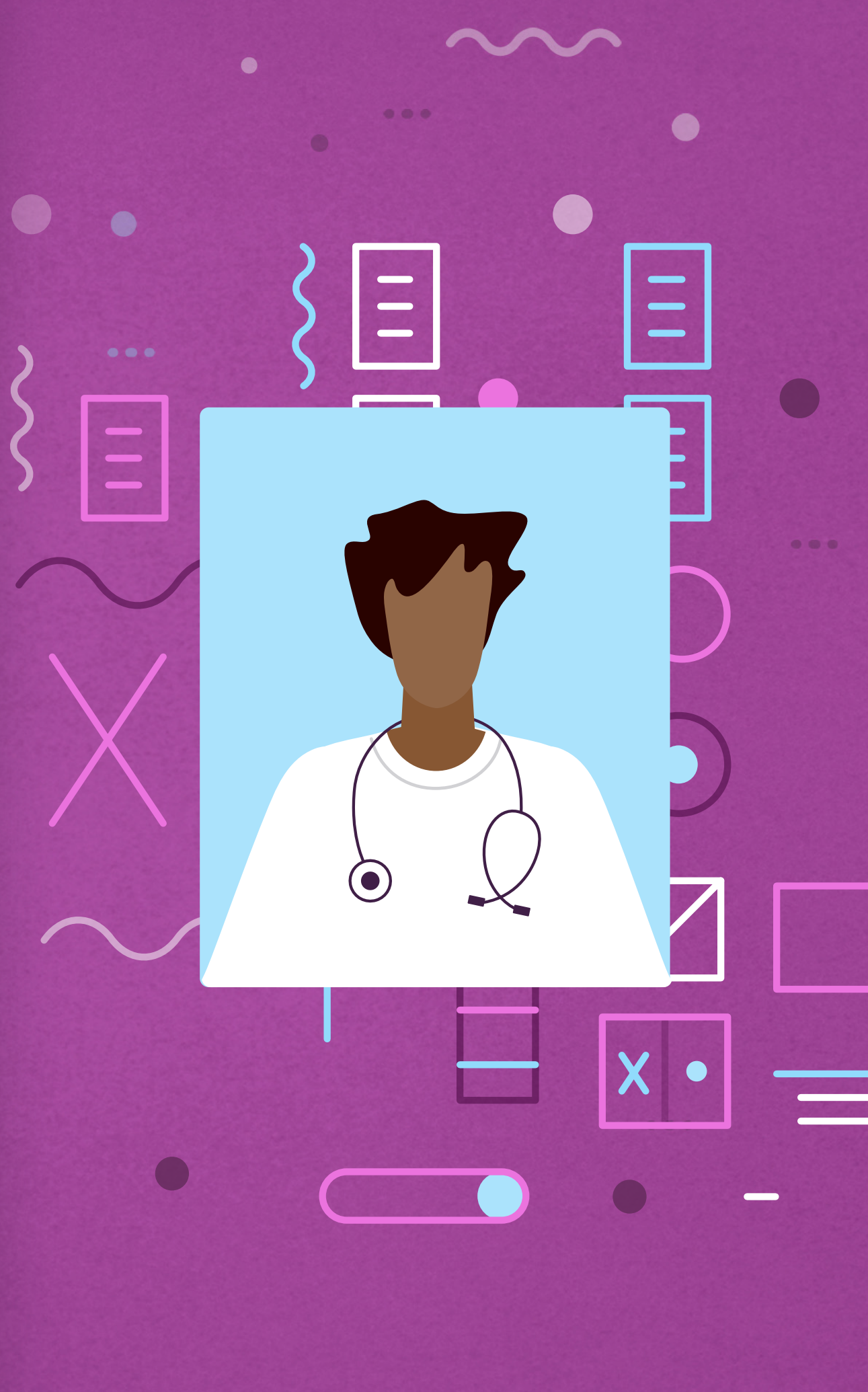
Our mission is to serve as an independent, arms-length provider of a client-centred, fair, transparent, and equitable matching service for medical education in Canada.

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 for member organization approval at the annual members' meeting.

Once elected or appointed to the Board, directors with their unique perspectives from their member organizations act in a fiduciary capacity on behalf of CaRMS in their deliberations and in their decisions.

MEMBER ORGANIZATIONS

- Association of Faculties of Medicine of Canada (AFMC)
- Canadian Federation of Medical Students (CFMS)
- College of Family Physicians of Canada (CFPC)
- Canadian Medical Association (CMA)
- Fédération des médecins résidents du Québec (FMRQ)
- Fédération médicale étudiante du Québec (FMEQ)
- Federation of Medical Regulatory Authorities of Canada (FMRAC)
- HealthCareCAN
- Resident Doctors of Canada (RDoC)
- Royal College of Physicians and Surgeons of Canada (RCPSC)



BOARD OF DIRECTORS

June 1, 2018 – May 31, 2019



Dr. Janice Willett

*Director (to Sep 2018)
Chair (to Sep 2018)*

Associate Dean, Faculty Affairs
Northern Ontario School of Medicine



Dr. Eric Peters

*Director-at-large
Chair (from Sep 2018)*

Anesthesiologist
Sainte-Justine Hospital



Dr. Brendan Carr

*Director-at-large (to Sep 2018)
Vice-Chair (to Sep 2018)*

President and CEO
William Osler Health System



Dr. Linda Inkpen

*Director
Vice-Chair (from Sep 2018)*

Registrar
College of Physicians and Surgeons
of Newfoundland and Labrador



Dr. Catherine Cervin

*Director (to May 2019)
Treasurer (to May 2019)*

Vice-Dean, Academic
Northern Ontario School of Medicine



Dr. Michael Ertel

*Director
Treasurer (from May 2019)*

VP, Medicine and Quality
BC Interior Health Authority



Mr. John Gallinger

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



Dr. Tavis Apramian

Director

Medical Student, Schulich
School of Medicine & Dentistry
Western University



Mr. Samuel Bergeron

Director (to Jun 2019)

Medical Student, Faculty of Medicine
University of Montréal



Dr. Sylvain Coderre

Director (to Apr 2019)

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



Dr. Terry Colbourne

Director

Medical Resident, Internal Medicine
University of Manitoba



Dr. Bryce Durafour

Director (to Sep 2018)

Medical Resident, Neurology
Queen's University



Dr. Olivier Fortin

Director (from Sep 2018)

Medical Resident, Pediatric Neurology
McGill University



BOARD OF DIRECTORS CONTINUED



Dr. Céline Leclerc
Director
Associate Professor,
Student Affairs Director
Université Laval



Dr. Tom McLaughlin
Director (from Sep 2018)
Pediatrician
BC Children's Hospital



Dr. Wanda Parsons
Director
Associate Professor, Family Practice
Unit and Assistant Dean of Admissions
Memorial University of Newfoundland



Dr. Kaylynn Purdy
Director (from Sep 2018)
Medical Resident, Adult Neurology
University of Alberta



Dr. Franco Rizzuti
Director
Medical Resident, Public Health
and Preventative Medicine
University of Calgary



Dr. Jay Rosenfield
Director
Vice-Dean, Medical Education
Schulich School of Medicine & Dentistry
Western University



Dr. Inge Schabort
Director-at-large
Associate Professor, Family Medicine
McMaster University



BOARD COMMITTEES

Awards

Dr. Jay Rosenfield	Committee Chair
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Wanda Parsons	Director
Dr. Nick Busing	Non-Board community leader
Mr. Pierre-Olivier Tremblay	Non-Board student leader
Ms. Janet McHugh	Non-Board community leader (from May 2019)
Mr. Eric Zhao	Non-Board student leader
Dr. Christian Campagna	Non-Board resident leader (to Sep 2018)
Dr. Valérie Massey	Non-Board resident leader (from Nov 2018)
Dr. Margaret Moores	Non-Board resident leader (to Sep 2018)
Dr. Andrew Helt	Non-Board resident leader (from Sep 2018)

Executive

Dr. Janice Willett	Board and Committee Chair (to Sep 2018)
Dr. Eric Peters	Board and Committee Chair (from Sep 2018)
Dr. Brendan Carr	Vice-Chair (to Sep 2018)
Dr. Linda Inkpen	Vice-Chair (from Sep 2018)
Dr. Catherine Cervin	AFMC-nominated faculty; Treasurer (to May 2019)
Dr. Michael Ertel	Treasurer (from May 2019)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Bryce Durafour	CFMS-nominated learner (to Sep 2018)
Dr. Franco Rizzuti	CFMS-nominated learner (from Sep 2018)

Finance and Audit

Dr. Catherine Cervin	Committee Chair (to May 2019)
Dr. Michael Ertel	Committee Chair (from May 2019)
Dr. Janice Willett	Board Chair (<i>ex officio</i> voting) (to Sep 2018)
Dr. Eric Peters	Board Chair (<i>ex officio</i> voting) (from Sep 2018)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Franco Rizzuti	Director
Dr. Bryce Durafour	Director (to Sep 2018)
Mr. Samuel Bergeron	Director (to May 2019)
Ms. Jennifer Sondergaard	Non-Board subject expert

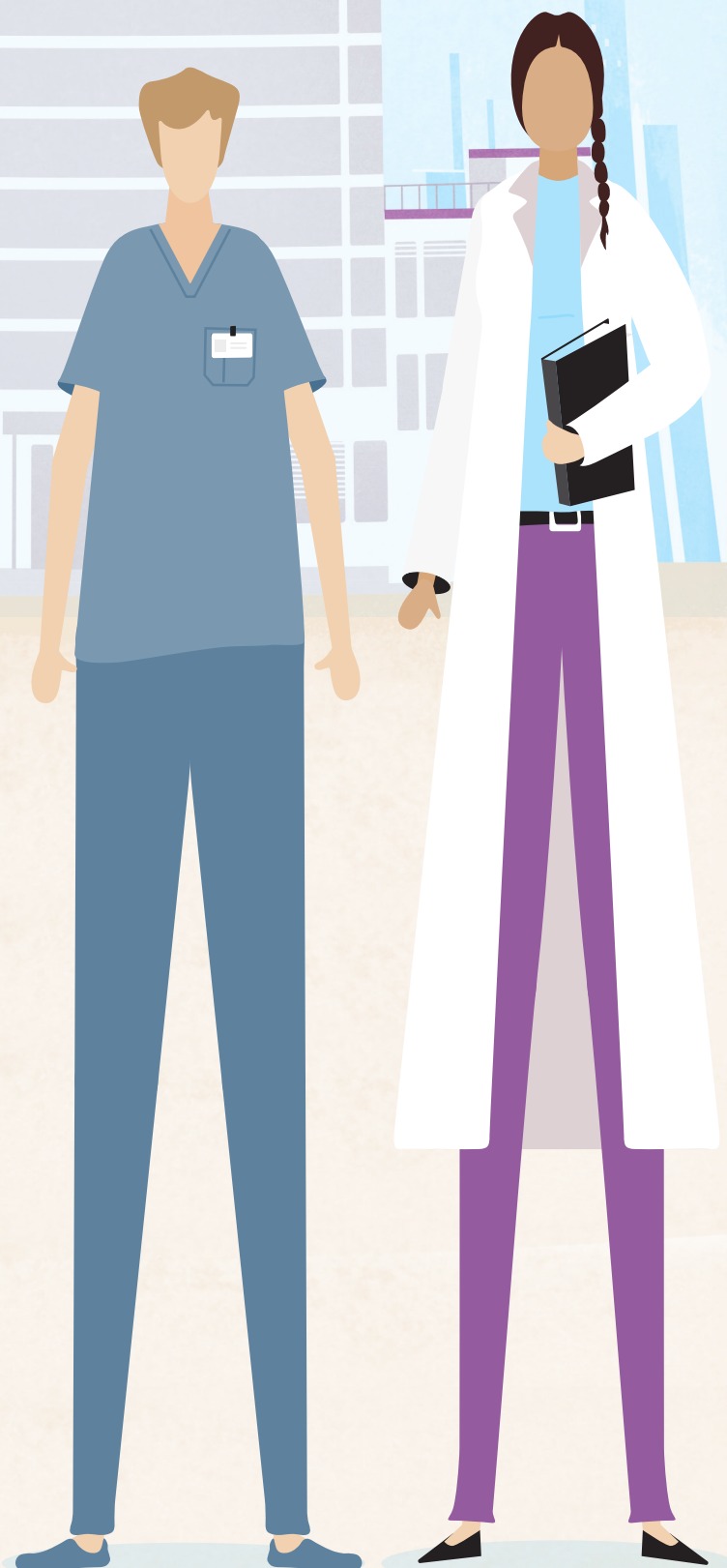
Governance

Dr. Eric Peters	Committee Chair (to Sep 2018) Board Chair (<i>ex officio</i> voting) (from Sep 2018)
Dr. Terry Colbourne	Committee Chair (from Sep 2018)
Dr. Janice Willett	Board Chair (<i>ex officio</i> voting) (to Sep 2018)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Linda Inkpen	Director

Research and Data

Dr. Catherine Cervin	Committee Chair (to Sep 2018)
Dr. Tavis Apramian	Committee Chair (from Sep 2018)
Mr. John Gallinger	CEO (<i>ex officio</i> non-voting)
Dr. Céline Leclerc	Director
Dr. Franco Rizzuti	Director
Dr. Inge Schabort	Director-at-large

A YEAR IN REVIEW



CLIENT AND STAKEHOLDER ENGAGEMENT

Increased stakeholder engagement and continuously improving the client experience remained priorities for CaRMS throughout 2019. We continued to provide our data and insights into the match process to our clients, members and stakeholder organizations and added new functionality to our systems and processes.

In 2019, we completed our Applicant Uncertainty project to address identified areas of uncertainty among R-1 match applicants related to their participation in the CaRMS Application and Matching Program. The focus was primarily on the production of self-serve materials to enable applicants to access answers whenever they needed them – including outside of service hours.

We continued our work on the Family Medicine initiative, focused on identifying specific issues and improvement opportunities related to the mounting pressures Family Medicine programs face while going through the applicant selection and recruitment process. We remain committed to working with stakeholders to target pain points and recommend process improvements for consideration.

CaRMS was also pleased to facilitate the joining of the Category One Enhanced Skills programs from the four Québec universities, to the 2019 FM/EM match in 2018. Following the integration of Québec programs, work is underway to consider including all remaining faculties' Category One programs for the 2021 match cycle.



The Application Review Committee is responsible for the review of the CaRMS Online Application, an essential component for the assessment and selection of applicants into post-graduate residency training. The committee's work results in recommendations for changes to the application to better facilitate the CaRMS Application and Matching Program, ensuring continuous improvement and appropriate oversight. Along with several other enhancements in 2019, one of the most important changes was the addition of 'X' as a gender option, ensuring clients feel comfortable with the choices available to them for self-identifying their gender.

At the request of the Ontario Ministry of Health and Long-Term Care and the Council of Ontario Faculties of Medicine (COFM), CaRMS was instrumental in facilitating the continuance of parallel streams from first to second iteration for Ontario in the 2019 R-1 match. This change allowed Canadian medical graduates (CMGs) and International medical graduates (IMGs) to apply to separate streams of positions, whereas previously the streams were combined in second iteration.

IMPROVING THE CLIENT EXPERIENCE

In 2019, CaRMS continued to invest in our data and reporting capabilities. These investments have resulted in much faster delivery of 2019 match reports, as well as several new data offerings including R-1 match electives data, insights from 10 years of post-match survey data, and personalized school reports.

Since August 2018, CaRMS has been working with stakeholders to provide input and direction on how the CaRMS Online platform could be leveraged to support Best Practices in Application and Selection (BPAS) principles. In June 2019, the launch of beneficial enhancements to the program description template in CaRMS Online offered increased clarity and understanding for applicants around program selection criteria.

In 2017, CaRMS formed the Interview Offer Status Notification Committee to explore opportunities to reduce risk and uncertainty within the process of communicating interview offers to applicants. In August 2019, this work culminated in the launch of the new Interview Offer Status Notification module in CaRMS Online, providing applicants a clear interview offer status and one 'source of truth' during a stressful time.

In response to continued questions about the best way to structure rank order lists, and how the Match Algorithm works, CaRMS created a [Match Algorithm video](#). This short, animated video lays out the basics—including what information goes into the algorithm and how it uses those inputs to create optimal match outcomes. In conjunction with the Match Algorithm video, we also built a comprehensive FAQ bank that covers everything from strategy and best practices to how the algorithm processes couples ROLs and other specific "what if" scenarios.

2019 MATCH HIGHLIGHTS

R-1 MAIN RESIDENCY MATCH



3,294 applicants
matched



2,881
Canadian
medical graduates
(CMGs)

Majority (**79.2%**)
accepted into one
of their top three
ranked choices



391
International
medical
graduates
(IMGs)



22
United States
medical
graduates
(USMGs)

CONTINUED INTEREST IN FAMILY MEDICINE

Over **33%** of CMGs chose Family
Medicine as their first-choice discipline



FAMILY MEDICINE / EMERGENCY MEDICINE MATCH



145
matched with
218
participating

Increase of
19
positions



PEDIATRIC SUBSPECIALTY MATCH



82
matched

All matched applicants
matched to their first-
choice discipline



Most popular career choice:
Pediatric Emergency Medicine

MEDICINE SUBSPECIALTY MATCH



Most popular career choice: General Internal Medicine

502
matched in
both first and
second iteration

94.7%
matched to
their first choice
discipline

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, 2019

Revenue sources

R-1 IMGs	\$ 1,793,579
R-1 CMGs	\$ 2,202,879
Institution fees	\$ 1,292,243
Advanced matches (applicants)	\$ 409,995
Ancillary services	\$ 159,888
Translation services	\$ 245,567
Interest on investments	\$ 412,801
Admissions	\$ 150,596
ERAS fees	\$ 9,958

2018-2019

\$ 6,677,506

Revenue sources

\$ 6,677,506

Net increase/Decrease in cash or cash equivalents

Revenue uses

Expenses	
Salaries and benefits	\$ (4,832,343)
Application & matching maintenance, support and development	\$ (442,530)
Rent and other building expenses	\$ (266,043)
Translation services	\$ (150,766)
(Match) Transaction fees	\$ (173,154)
Travel	\$ (75,800)
Communications	\$ (98,344)
Office expenditures	\$ (71,850)
Professional fees	\$ (45,175)
Governance	\$ (126,081)
Interest and bank charges	\$ (1,443)
Brokerage fees	\$ (70,005)
Stakeholder engagement	\$ (33,529)

2018-2019

\$ (6,387,063)

Change in non-cash working capital

\$ 167,325¹

Investing activities

Additions to reserves	\$ (200,000)
Withdrawal from reserves	\$ 302,505

Acquisition of capital assets

Computer equipment	\$ (37,205)
Software	\$ (124,832)
Furniture	\$ (6,446)
Total acquisition of capital assets	\$ (168,483)

Financing activity

Obligations under capital lease	\$ -
Revenue uses	\$ (6,285,716)

\$ 391,790

¹Accounts 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

Opinion

The summary financial statement, which comprise the summary statement of revenue sources and uses for the year ended May 31, 2019 and related note, are derived from the complete audited financial statements of Canadian Resident Matching Services (CaRMS) for the year ended May 31, 2019.

In our opinion, the summarized financial statement derived from the audited financial statements of Canadian Resident Matching Service for the year ended May 31, 2019 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 7 2019.

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 7 2019

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.

