

FORTY YEARS OF
SERVICE TO CANADA'S
MEDICAL EDUCATION
COMMUNITY



ANNUAL REPORT
2010

CANADIAN RESIDENT MATCHING SERVICE

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Sandra Banner
Executive Director and Chief Executive Officer

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

In this first annual report to CaRMS members, it is fitting to recognize and celebrate what has always been true: that CaRMS, in the various forms it has taken in the past four decades, is a direct reflection of the values and priorities of its members.

CaRMS is your organization. You own it. Our achievements in providing a fair and transparent system for the selection, matching and training of medical students – past and present – reflect your values. If we have earned recognition as a respected and reliable member of the Canadian medical community, it is the result of shared good stewardship. You insisted that your matching service be trusted, fair, neutral and transparent, and we have delivered.

The role CaRMS has played in the medical education community over the past 40 years speaks for itself. Our resident matching service is world-class, and the results of our work are integral to the high quality health care that physicians in all disciplines deliver across Canada.

Sustaining success requires vision and plain, hard work. As medical education has grown and become more sophisticated and complex, so too has CaRMS' services. From a modest start with a staff of one full and one part-time resource to a team of 28 full-time professionals, we have responded capably – and indeed have often anticipated – evolutions in medical education.

In the past 10 years in particular, we have added a number of new and critical services. We have taken our matching services online, developed portals for our communities of interest, expanded services into the three francophone faculties in Québec and accommodated our growing number of international medical graduates. In all these efforts, our goal has always been to manage growth carefully without compromising the integrity and security of the match service.

In 2010, we successfully balanced our dual role to provide matching services to 3,316 applicants with collecting and sharing the resulting data. See Research Collaborations for more details.

In the coming year and beyond, we look forward to serving the medical education community in the most efficient, secure and transparent ways possible. Even as we navigate improvements in services, some things will not change. CaRMS will continue to provide an orderly, reliable match service that students and medical faculties can trust.



Dr. Richard Levin
Chair of the Board of Directors

MESSAGE FROM THE CHAIR OF THE BOARD OF DIRECTORS

In an organization dedicated to setting an ambitious agenda every year to enhance the excellence of Canada's health education system, the Canadian Resident Matching Service's activities in 2010 stand out for the influence they will have for years to come.

In late 2010, the CaRMS Board of Directors approved a comprehensive governance review undertaken in 2009. Led by Sister Elizabeth Davis, a highly respected workshop leader and strategic planning facilitator, it was the first sweeping review of its kind since 1999, and included 28 recommendations and an action plan to guide improvements to all areas of CaRMS' practices, especially those related to its mandate, structure and accountability. Recommendations also recognized the organization's ongoing commitments to transparency, neutrality and fairness.

The governance review was not an abstract exercise. Action on some recommendations began immediately, while preliminary steps have been taken on others to ensure they are executed in a timely fashion.

In addition to the excellent work of the Governance Review Committee, Board members who agreed to serve on three new bodies created in 2010 are to be commended for their efforts to strengthen CaRMS' leadership and direction. The first of these three – the Scope of Services Working Group – will examine and respond to increasing requests for new services. The second – the Nominating Committee – will be instrumental in defining the skill set of Board directors and making sure every stakeholder group is well represented. The Nominating Committee will also review nominations from member

organizations for positions on the Board. The third is the Research and Data Policy Committee, which is committed to collaborating with medical school faculties and other researchers in Canada to follow trends and share data. Information of this kind supports the requirement for ongoing research that helps CaRMS and the medical education community make decisions about pre- and postgraduate medical education in Canada. It is also valuable information to share in the community, and it provides opportunities to discuss and present ideas, issues and information on medical education.

As diligent as CaRMS is about reviewing its governance and related practices to manage growth and change, it is equally focused on ensuring there are sustainable means to deliver superior service standards to students, residents and medical faculties. To that end, last year CaRMS undertook a costing model exercise using as our guide activity-based costing management principles. What it revealed is extremely valuable: not only does the organization have a better understanding of its resource strengths and areas for improvement, it knows with certainty that its costs are in line with industry best practices. Further, the results give CaRMS the information it needs to plan and enable future growth initiatives.

In many respects, 2010 was a watershed year in CaRMS' 40-year history. While delivering capably on its mission to provide reliable and trusted match services to Canadian medical students and faculties, it laid important groundwork for the coming years.

I want to thank the CaRMS Board of Directors and the organization for a job very well done.

CaRMS BOARD OF DIRECTORS 2010-2011

Dr. Richard Levin

Vice-President (Health Affairs),
Dean, Faculty of Medicine
McGill University
Chair

Dr. Willa Henry

Program Director, Postgraduate
Medical Education
University of British Columbia
Vice-Chair

Ms. Sandra Banner

Executive Director/CEO
Canadian Resident Matching Service
Executive Director

Ms. Noura Hassan

Medical Student
McGill University
Director

Dr. Kenneth Harris

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

Dr. Tyler Johnston

Resident, Emergency Medicine
Dalhousie University
Director

Dr. Gillian Kernaghan

President and CEO
St. Joseph's Health Care, London
Director

Dr. Geneviève Moineau

Associate Dean, Undergraduate
Medical Education
University of Ottawa
Director

Dr. Sean Murphy

Resident, Obstetrics and Gynaecology
Memorial University
Director

Dr. Yves Robert

Secrétaire
Collège des médecins du Québec
Director

Dr. Ira Ripstein

Associate Dean, Postgraduate
Medical Education
University of Manitoba
Director

Mr. Matthew Sheppard

Medical Student
Memorial University
Director

Dr. Terry Sosnowski

Program Director, Postgraduate
Medical Education
University of Alberta
Treasurer

Dr. Ken Harris of the Royal College of Physicians and Surgeons of Canada presents Dr. Richard Levin, Chair of the Board of Directors, with a plaque commemorating CaRMS' 40th anniversary.



From left to right CaRMS 2009-2010 Board members: Dr. Ken Harris, Dr. Richard Levin, Dr. Fleur-Ange Lefebvre, Dr. Susan King, Dr. Geneviève Moineau, Ms. Sandra Banner, Dr. Shawn Mondoux, Dr. Gillian Kernaghan, Dr. Tyler Johnston, Dr. Paul Humphries, Dr. Ira Ripstein

THE YEAR IN REVIEW

The following is an overview of the organization's activities and accomplishments of the 2010 fiscal year which began June 1, 2010 and ended May 31, 2011.

CaRMS GOVERNANCE REVIEW

In 2009, the Governance Review Committee – led by Sister Elizabeth Davis – undertook an assessment of CaRMS' governance mandate, structure and accountability. When it was completed, the Board approved a series of recommendations to strengthen CaRMS' governance and a work plan was prepared to carry them out.

The recommendations and work plan were approved by the Board of Directors in 2010 and activities began immediately.

Some highlights:

- To ensure everyone with a vested interest in CaRMS has a voice, the Board of Directors accepted the Governance Review Committee's recommendation to supplement the current governance structure with the addition of up to three "directors-at-large," who would have full Board member status and be identified by a nominating committee.
- To ensure its infrastructure meets current needs and anticipates future requirements, CaRMS put a rigorous refresh plan in place to keep it up to date and integrated into CaRMS' long-term financial considerations.
- To ensure CaRMS remains focused on addressing communications gaps with key stakeholders, enhancing stakeholder relationships and opportunities for collaboration, and expanding CaRMS' French language services, the development of a strategic communications plan was undertaken to address these issues and related activities.

In 2010, CaRMS began making major amendments to its by-laws in light of all the approved recommendations of the Governance Review report as well as the new *Canada Not-for-Profit Corporations Act*. CaRMS will continue to implement the Governance Review recommendations through 2011.

CRITERIA FOR NEW SERVICE REQUESTS

CaRMS developed formal criteria for new service requests and ensured that any new service introduced by CaRMS be consistent with its core business of matching and application. Any new service must also be compatible with the core principles of fairness, confidentiality, full participation, integrity, inclusiveness and prior consultation with affected stakeholders.



Staff, colleagues and guests gathered in St. John's, Newfoundland on May 1st, 2010 to celebrate CaRMS' 40th anniversary

NEW REPORT ON CANADIANS STUDYING ABROAD

In 2010, CaRMS undertook a more extensive study on the numbers and demographics of Canadians studying abroad (CSAs). Called *Canadian Students Studying Medicine Abroad: 2010*, the purpose of the initiative was to provide a description of the source of new physicians and to help inform provincial and federal governments for future health human resource planning.

Canadian Students Studying Medicine Abroad: 2010 found that there are an estimated 3,500 Canadian students studying medicine abroad in as many as 80 medical schools in nearly 30 countries. The study also showed that most CSAs want to return home for postgraduate medical education but identify barriers – both perceived and real – to pursuing this education in Canada.

The full report is available at carms.ca.

Since the release of the report, more international medical schools have contacted CaRMS informing us that they have Canadian students. CaRMS expects to reopen the 2010 CSA Report in two years' time to survey these schools again and any new schools known to have Canadian students.

EXPANSION OF ONLINE SERVICES IN CANADA AND ABROAD

CaRMS continued to expand its services in 2010 to better meet and reflect the needs of clients. One new service was the introduction of an online transfer site to allow undergraduate and student affairs offices to upload (individually or in bulk) and access confidential documents in a secure portal.

CaRMS also expanded access to its online undergraduate (UG) portal for undergraduate program offices of international medical schools. The UG portal allows undergraduate program administrators to upload documentation on behalf of their Canadian students registered in a CaRMS match – efficiently, securely and more accurately.

TWENTY-FIVE YEARS AS CEO

This year marked Sandra Banner's 25th year as Executive Director and Chief Executive Officer of CaRMS. Under Sandra's leadership, the organization has grown from one full-time and one part-time staff to 28, offering bilingual services to more than 6,000 applicants and 650 programs nationally.



CaRMS 50,000th APPLICANT

Michele Perillo, CaRMS' 50,000th applicant was recognized with a plaque at the CaRMS anniversary celebrations in May 2010.

RESEARCH COLLABORATION INITIATIVES

CaRMS continues to support and enhance the Canadian medical education system through its research collaboration efforts with universities and other medical and governmental organizations. To this end, CaRMS has partnered with two Canadian universities to help them examine the career choices of medical students in Canada.

A group of researchers at the University of British Columbia, University of Calgary and University of Alberta are using CaRMS data to examine the career choices, predictors of career choices, and switching patterns of Canadian medical

students at eight Canadian medical schools. In addition, the group is examining the proportion of students who, after completing medical school and a Family Medicine residency in Canada, decide to undertake additional training in Emergency Medicine.

Researchers at McGill University are also using CaRMS data to evaluate the professionalism of medical students by reviewing misrepresentation of research citations and publications among applicants.



CaRMS FINANCES

THE YEAR IN REVIEW

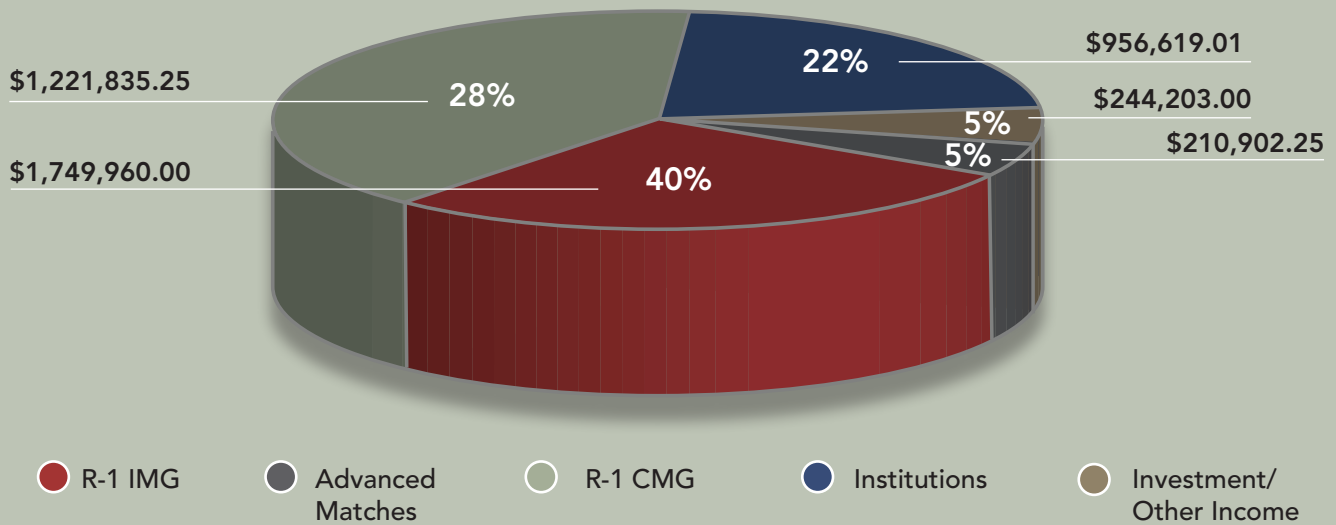
CaRMS is as committed to sustainable financial health as it is to providing a reliable and trusted world-class resident matching service to Canada’s medical education community.

In 2010 – and in fact throughout the past decade – admissions to medical education programs have grown; requirements for resident matches in specialties and sub-specialties have increased; and, rapid changes in

technology have revolutionized medical education and how stakeholders communicate with each other and share information.

To meet both short and longer term opportunities, goals and challenges, CaRMS’ financial performance must always be strong and flexible. The information below provides a snapshot of the 2010 fiscal year.

2011 MATCH YEAR - SUMMARY OF REVENUES



Legend

Institutions: Medical schools that participate in the annual matches.

Investment/Other income: income from reserve funds.

R-1 CMG: Match for Canadian medical graduates (CMGs) in entry level postgraduate residency positions

R-1 IMG: Match for international medical graduates (IMGs) in entry level postgraduate residency positions

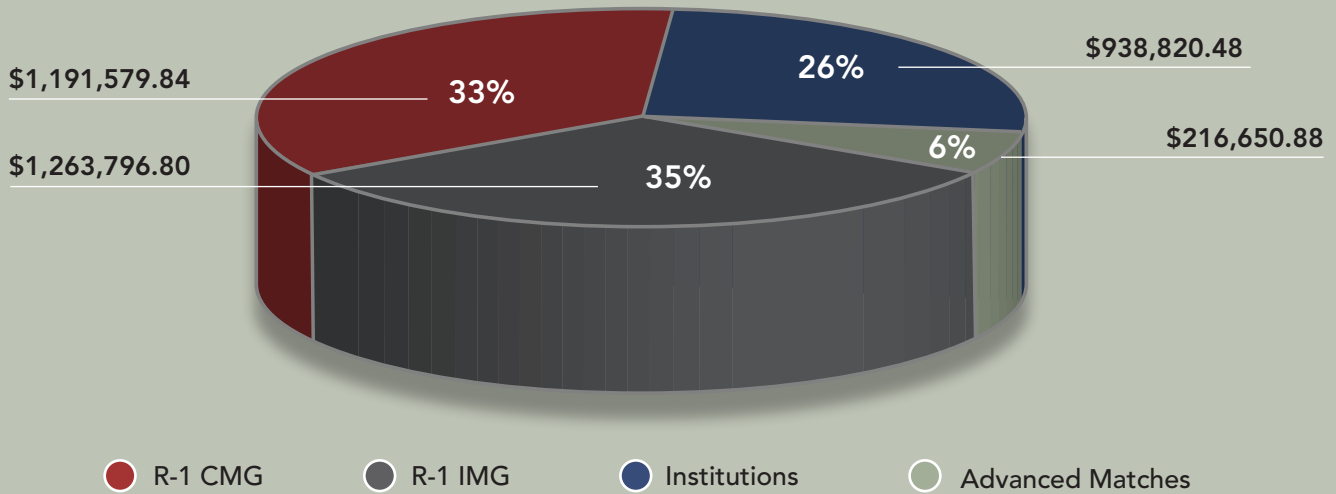
Advanced Matches: Matches for residency positions in Year 3 Family Medicine/ Emergency Medicine; Medicine Subspecialty; and Pediatric Subspecialty.

Revenues generated for the 2011 match year reflect and were proportionate to the volume of applications received from Canadian medical graduates and international medical graduates, as well as the participation of medical faculties in the match process. These revenues accounted for 95 per cent of CaRMS' total revenues for the year, or approximately \$4.14 million.

Noteworthy in the revenue stream:

- Among international medical graduates (IMGs), Canadians studying abroad (CSAs) provide the largest source of revenue to CaRMS. Revenue generated from IMGs has surpassed that from Canadian medical graduates.
- Revenue received from the 14 Canadian medical faculties is a signal of their full support for and confidence in the resident matching process.
- The revenue (\$244,203) described as "Investment – Other Income" consists, in part, of a reserve fund. This fund ensures that CaRMS is always prepared to keep pace with growth and innovation in the medical education community, and to manage unanticipated challenges that sometimes occur.

2011 MATCH YEAR - EXPENDITURE SUMMARY - BY CLIENT



Legend

R-1 CMG: Match for Canadian medical graduates (CMGs) in entry level postgraduate residency positions

R-1 IMG: Match for international medical graduates (IMGs) in entry level postgraduate residency positions

Advanced Matches: Matches for residency positions in Year 3 Family Medicine/Emergency Medicine; Medicine Subspecialty; and Pediatric Subspecialty.

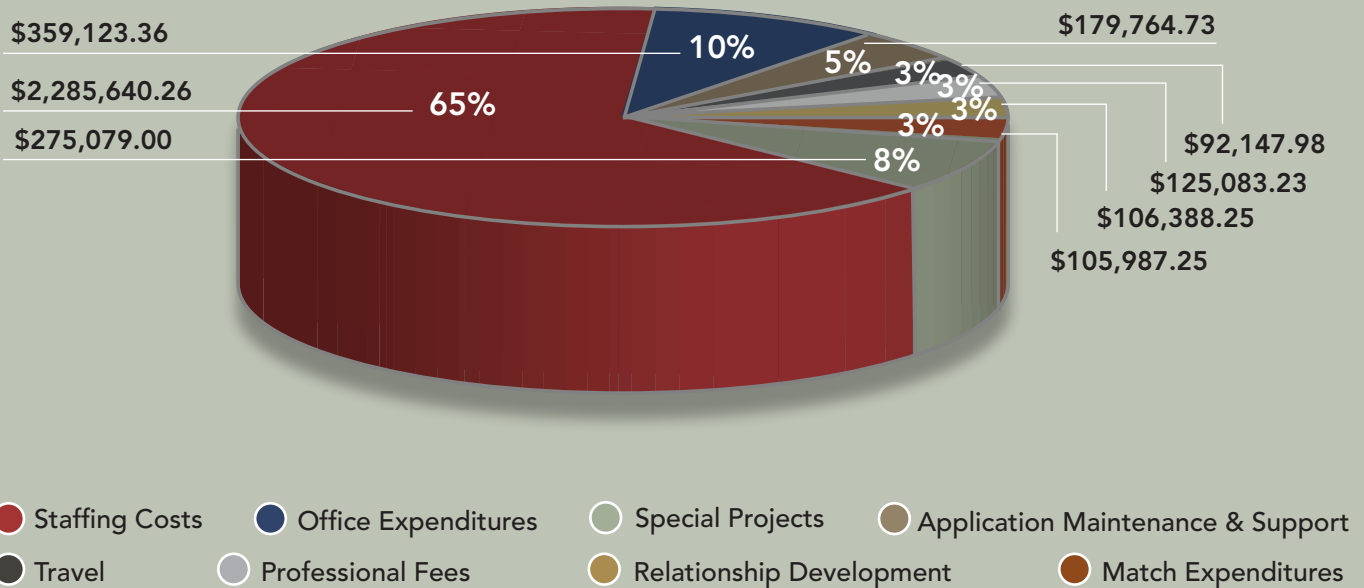
Institutions: Medical schools that participate in the annual matches.

Expenses in the 2011 match year reflect the costs required to manage the increase in resident registrations (Canadian and international) and their growing reliance on CaRMS technology and human resources to manage the documentation required for resident matching.

For example, in the past decade there has been a 253 percent increase in users of the Applicant Webstation (AWS). In 2010, there were 5,979 users across four matches compared to 1,695 in the R-1 match in 2001.

Similarly, there were 400 users of the Program Webstation (PWS) in 2001 compared to 8,776 in 2010. This growth is attributed to the growing use of and trust in various web-based services that CaRMS offers, as well as expanded match services.

2011 MATCH YEAR - EXPENDITURE SUMMARY - BY GROUP



In the 2011 match year, staffing costs accounted for the majority of expenses by group. In this period, CaRMS had a full-time staff of 28, which manages IT applications, the help desk and related match functions.

Staff expenditures and salaries are increasing to reflect a number of new and/or growing requirements.

Noteworthy in the expenditure stream:

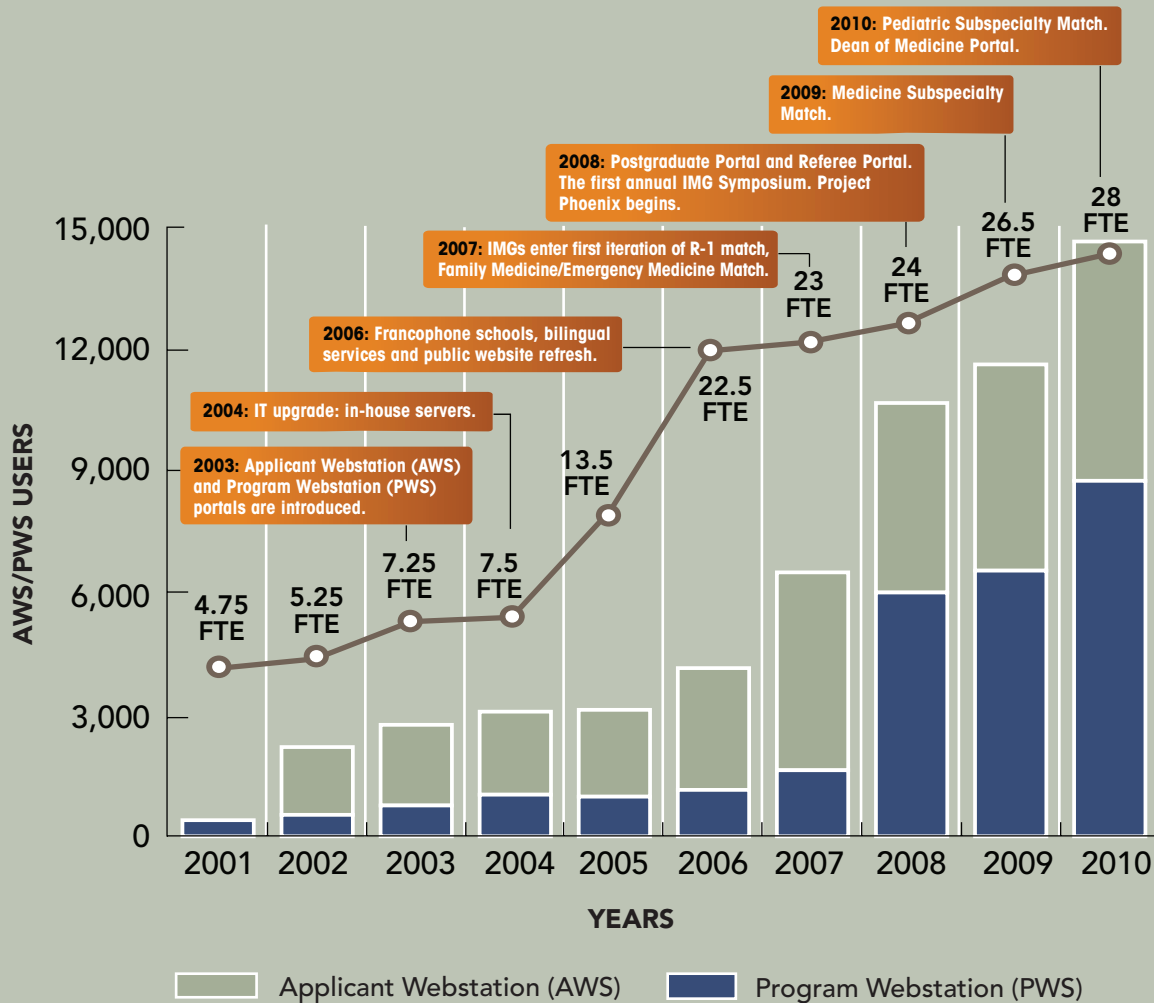
- Increase in volume of match applications – particularly international medical graduates.
- Increase in the reliance on and trust in web-based services, resulting in the need for more skilled resources to design, manage and maintain CaRMS' complex matching services.

- Introduction of and increase in use of portals and related web-based services, including:
 - an online transfer site to enable undergraduate and student affairs offices to upload and access confidential documents in a secure portal; and
 - expanded access to the CaRMS online undergraduate (UG) portal for undergraduate program offices of international schools. The UG portal enables administrators, on behalf of Canadian students registered in a CaRMS match, to upload documentation efficiently, securely and accurately.

Expenses for salaries and related costs are in keeping with industry best practices. CaRMS is committed to ensuring its staff members have the expertise and the resources they need to deliver a reliable match service.

CARMS GROWTH 2001-2010

Users, Organizational Milestones and Staffing



CaRMS' staffing growth has matched its organizational growth, from 4.75 full-time equivalent (FTE) staff in 2001, to 28 FTE staff in 2010.

A SNAPSHOT OF CaRMS GROWTH – 2001-2010

The graphic illustrates the intersection of three variables that have shaped CaRMS' resident matching services in the past decade.

1. Evolution of web-based technologies: CaRMS' web-based match technologies are constantly being improved and customized to enable and support a higher volume of resident applications and the addition of specialized resident matching services.
2. Increase in web-based transactions: as residents and medical faculties have become more comfortable with

conducting online transactions in a secure setting, the popularity of CaRMS' web-based match applications and secure portals have grown.

3. Growth in CaRMS staff: CaRMS staff has expanded in size and expertise to reflect the growing reliance on technology and to meet the needs of an increasingly complex medical education community.

Ultimately, the emergence of more robust and secure web-based channels to conduct resident matching transactions has resulted in economies of scale and scope, as well as greater efficiency in the match process.

ABOUT THE CANADIAN RESIDENT MATCHING SERVICE

The Canadian Resident Matching Service (CaRMS) is an impartial, not-for-profit organization that provides a fair and transparent online process to match medical students and residents with medical residency positions throughout Canada. In operation since 1970, CaRMS has built its reputation on providing an orderly, reliable match service that students and medical faculties can trust. With the tools and resources CaRMS offers, medical students and residents can decide where to train and program directors can select suitable applicants.

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

Visit www.carms.ca

BY THE NUMBERS

4,926 the number of people who registered for the R-1 Main Residency Match in 2010

2,909 medical graduates were matched in the 2011 R-1 Main Residency Match

84.1 percentage of Canadian medical graduates who were matched to one of their top three program choices

55 the number of network servers operated by CaRMS

50 the approximate number of calls the Help Desk received each day

12,960 e-mails to help@carms.ca (or 35/day)

1,706 e-mails to aide@carms.ca (or 5/day)

907,439 the number of hits to the CaRMS home page on Match Day

2,507 Canadian medical graduates were matched to residency programs in the 2011 match year

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