

# 2020 ANNUAL REPORT



**COLLEGE OF PHYSICIANS & SURGEONS**  
NEWFOUNDLAND AND LABRADOR

SPRING 2021



Trusted quality medical care in the public interest . . .







... through the effective regulation of medical doctors

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# 2020 HIGHLIGHTS

## GUIDING & SUPPORTING

- The College created a process for issuing Emergency Licences in a pandemic environment
- We also sought amendment of licensing regulations so we could issue licences despite the COVID-related postponement of the Medical Council of Canada examination
- We continued to scan actions and work by other medical regulatory authorities, to better inform how we guide and support our own College registrants
- With an eye to the challenges of the pandemic, we redoubled our efforts at communication with College registrants
- Major improvements to the College's premises were completed, expanding our operational capacity and creating new potential revenue streams

## IN THE PUBLIC INTEREST

- The College continued to conduct quality assurance reviews of physician health and competency despite the restrictions of the pandemic
- We formalized new roles and responsibilities for a Privacy Officer and a Compliance Officer
- Observing all public health safety precautions, the College was able to hold a Tribunal hearing during COVID Alert Level 2
- The College Council established a Public Engagement Committee, whose purpose is to explore issues that will engage the public with our work
- Work progressed on improving the user-friendliness of cpsnl.ca for the public and registrants

1,515

NEW AND  
RENEWED  
MEDICAL  
LICENCES  
ISSUED

491

LOCUM  
LICENCES  
ISSUED

63

ALLEGATIONS  
RECEIVED

86

COMPLAINTS  
CLOSED

20

COMMUNIQUEÉS  
TO MEMBERS

## WITH LOCAL PARTNERS

- Memorial University Faculty of Medicine's "Practice Ready Assessment" (PRA-NL) program, on which the College collaborated, received its first applicants
- Together, MUN's Faculty of Medicine and the College developed the online program "Providing Culturally Safe Health Care to Indigenous Patients in Newfoundland and Labrador"
- We worked with stakeholders to enhance our physician health monitoring program
- We worked with the four Regional Health Authorities to oversee / supervise specific physician cohorts

## IN OUR REGION & NATION

- The pilot of the "Physician Peer Review" program (PPR-NL), created in consultation with other Canadian medical regulatory authorities, was launched with the assistance of physician volunteers
- Working closely with other Atlantic medical regulators and four provincial governments, we continued to develop ways to harmonize medical regulation in Atlantic Canada
- We continued to expand the scope of IT resources that we share with the College of Physicians and Surgeons of Manitoba
- We continued our participation in activities related to national physician licensure
- College Registrar Dr. Linda Inkpen completed her two-year term as president of the Federation of Medical Regulatory Authorities of Canada (FMRAC)



# A MESSAGE FROM THE COLLEGE

The College's resilience, as an organization and as individuals, was supremely tested in 2020. We are pleased to say we adapted to new challenges and worked through a busy time with, and because of, the support of Council and each other.

The College of Physicians and Surgeons of Newfoundland and Labrador strives diligently to fulfill its legislated mandate—as defined by the *Medical Act, 2011* and *Medical Regulations, 2015*—and we keep public protection foremost in all our efforts. The College continuously reassesses through annual strategic planning the work that is expected of us, how we organize and deliver this work, and how best to assure Newfoundlanders and Labradorians that, in all our actions, we integrate our College values of fairness, quality of service, social responsibility, communication, transparency, innovation, and inclusivity and diversity.

In 2020, the College continued its efforts to be more consultative, open and approachable, as well as more accountable, transparent, and communicative about our activities. College Council was continuously apprised of work completed, work ongoing, and new work identified. Risk identification and mitigation plans were constant work items.

In 2020, the College reflected more deeply on the importance of and implications for inclusivity and diversity in all our activities. Where is there systemic or

episodic discrimination in College work and actions? What are our implicit and inherent discriminatory biases in role, gender, religion, race, sexual orientation, and our daily activities? After much talk and debate, we believe we are more aware of the roles we collectively and individually play in all our relationships, both professional and personal. That said, we recognize that understanding the impact these principles have on us—and on all with and for whom we work, serve, and interact—must be an ongoing priority.

This province's College is small by Canadian standards. Lacking the economies of scale that larger Colleges can benefit from—and without a large member base from which fees are collected—we nevertheless work to meet national standards and program ideals. Solid financial stewardship in all College programs and work is also key. Following our annual review, once again we did not increase annual renewal fees.

Licensing physicians remains a major College activity. In 2020, we focused on improving the licensing experience for our physicians and further aligning our processes with other Canadian Colleges of Physicians and Surgeons.

Programs developed and implemented to keep the province's physicians working safely, ethically, and in good health are undertaken under our “quality assurance” mandate. How to ensure physician competency over

Ms. Gail Hamilton  
CPSNL COUNCIL CHAIR



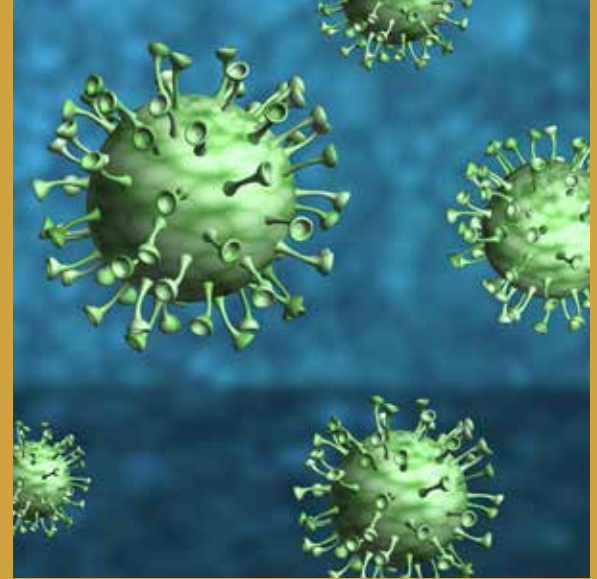
Dr. Linda Inkpen  
CPSNL REGISTRAR



time is a hot topic at provincial, national, and international levels. In 2020, we completed the Physician Peer Review (PPR-NL) pilot program, which was designed to help our physicians identify, maintain, and improve their professional competencies through feedback and self-reflection. PPR-NL is similar to programs in other provinces.

Regulators worldwide are more and more focused on the experience of patient/public complainants and physicians. Robust yet comparable processes for both complainants and respondent physicians—which are also fair, impartial, and practical—must be in place. In 2020, we sharpened our efforts to maintain College principles in all complaints activities: fairness, transparency, frequent and timely communication, empathetic and non-discriminatory contact. We recognize the need to find the delicate balance between safeguarding community trust and engagement, and respecting the potential adverse health impacts, largely stress-related, that being subject to a College complaint can have on a physician.

Finally, we thank College members and the public for your support, and encourage your comments and advice. Among the many things we learned in 2020, the acts of listening, reflection, and brave innovation yielded the most productivity. Regulators, particularly, must respectfully listen and understand both patients and physicians as we perform our work. To listen is to learn.



## 2020: COVID-19 ARRIVES

On March 17, 2020, the College of Physicians and Surgeons of NL closed its office doors and pivoted into remote work. As conditions evolved, staff gradually returned to College offices on a rotating basis. Despite all related challenges, College work continued through 2020 with minimal abatement. We developed and implemented effective remote work arrangements fairly rapidly. We completed the 2020 work plan successfully while managing new and often compressed timelines. Communication with Council, staff, the public, physicians, and many stakeholders became a priority, especially as we worked out the logistics and implications of working remotely.

There is broad understanding that remote work is stressful for all workers at least some of the time. Yet throughout 2020—and as this report is being written—College staff increased their efforts so that work appeared to continue seamlessly in the eyes of the public, patients, and physicians.

The College extends sincere gratitude to the Council Chair and members, to staff, and to colleagues for their patience, understanding, and productivity demonstrated in 2020, and for their able handling of the new issues that arose, which none of us anticipated when the year opened.

# GUIDING COLLEGE WORK

## THE CPSNL COUNCIL

The College of Physicians and Surgeons of NL is governed by a 15-person Council whose members are either elected physicians or appointments made by the Minister of Health to represent the public, the Newfoundland and Labrador Medical Association, and the MUN Board of Regents. The College's Registrar and Deputy Registrar are licensed medical practitioners and ex-officio Council members.

### QAC – QUALITY ASSURANCE COMMITTEE

Oscar Howell (CHAIR, NON-VOTING)  
Elizabeth Bannister\*  
Allan Bradley  
Dave Dove  
Susan MacDonald †  
Carl Sparrow  
Tracey Wentzell

### LICENSING COMMITTEE

Elizabeth Bannister\* (CHAIR)  
Dave Dove  
Gail Hamilton  
Kevin Hogan  
Susan MacDonald †  
Carl Sparrow

\* To November 27, 2020

† To September 11, 2020

## ELECTED COUNCIL MEMBERS



1 / St. J/MOUNT PEARL\*



2 / REST OF NL



3 / St. J/MOUNT PEARL



4 / St. J/MOUNT PEARL



5 / St. J/MOUNT PEARL



6 / REST OF NL



7 / REST OF NL

1. Dr. Elizabeth Bannister\* (COUNCIL VICE-CHAIR)
2. Dr. Robert Forsey
3. Dr. Amir Gammal
4. Dr. Kevin Hogan
5. Dr. Rebecca Rudofsky
6. Dr. Carl Sparrow
7. Dr. Tracey Wentzell

\* To November 27, 2020



# APPOINTED MEMBERS



1 / PUBLIC  
REPRESENTATIVE



2 / PUBLIC  
REPRESENTATIVE



3 / PUBLIC  
REPRESENTATIVE



4 / NLMA



5 / NLMA †



6 / MUN

1. Ms. Gail Hamilton (COUNCIL CHAIR)
2. Mr. Allan Bradley
3. Mr. Dave Dove
4. Dr. Tony Gabriel
5. Dr. Susan MacDonald †
6. VACANT

† To September 11, 2020

# NON-VOTING MEMBERS



Dr. Linda Inkpen  
(CPSNL REGISTRAR)



Dr. Oscar Howell  
(CPSNL DEPUTY REGISTRAR)

## GOVERNANCE COMMITTEE

- Gail Hamilton (CHAIR)
- Allan Bradley
- Robert Forsey
- Kevin Hogan

## CAC – COMPLAINTS AUTHORIZATION COMMITTEE

- Oscar Howell (CHAIR, NON-VOTING)
- Allan Bradley
- Robert Forsey
- Tony Gabriel
- Amir Gammal
- Gail Hamilton
- Kevin Hogan
- Rebecca Rudofsky

## FINANCE & COMPENSATION COMMITTEE

- Gail Hamilton (CHAIR)
- Allan Bradley
- Kevin Hogan
- Susan MacDonald †
- Tracey Wentzell

## PUBLIC ENGAGEMENT COMMITTEE

- Allan Bradley (CHAIR)
- Dave Dove
- Gail Hamilton
- Rebecca Rudofsky
- Tracey Wentzell

† To September 11, 2020

# MANAGEMENT TEAM



Linda Inkpen  
(REGISTRAR)



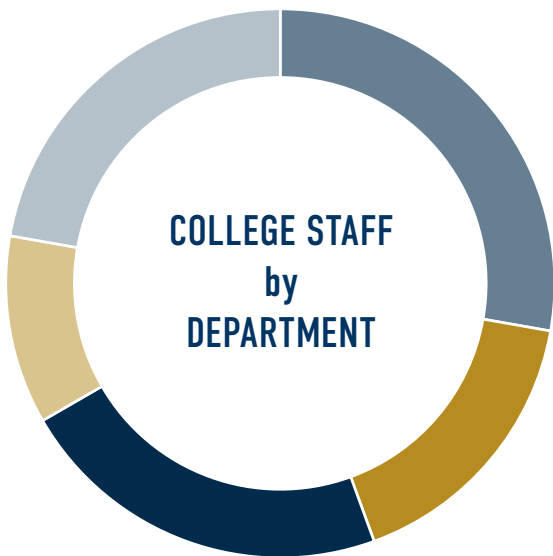
Jamie Osmond  
(ASSOCIATE REGISTRAR,  
OPERATIONS DIRECTOR)



Oscar Howell  
(DEPUTY REGISTRAR)



Elyse Bruce  
(CORPORATE COUNSEL,  
COMPLAINTS DIRECTOR)



- 5 LICENSING
- 3 FINANCE
- 4 COMPLAINTS
- 2 QUALITY ASSURANCE
- 4 ADMINISTRATION

\* Some staff members are assigned to more than one department

**AUDITORS** Noseworthy Chapman

**ADMINISTRATIVE ASSISTANT TO COUNCIL** Lorraine Phillips



A vertical photograph on the left side of the page shows a rocky coastline. In the foreground, there are dark, jagged rocks. The middle ground features a calm body of water reflecting the sky. In the background, a large, rugged rock formation rises from the water, partially covered in snow or light-colored rock. The sky is a clear, vibrant blue with a few wispy white clouds.

# A FEW WORDS ABOUT GOVERNANCE

The College of Physicians and Surgeons of NL has devoted much energy over the last six years to developing and implementing appropriate governance models for both the College and its Council. The effectiveness of these models is linked to how we organize ourselves. It is vital that our work processes ensure that the College's value principles—fairness, quality of service, social responsibility, communication, transparency, innovation, and inclusivity and diversity—are consistently incorporated into all aspects of our work. When they are, a major purpose of our governance models is realized.

Establishing and maintaining good governance is not a sprint; it is a marathon. The College Council must—and does—review our approach to governance every year.

In 2020, in addition to this regular governance review, Council increased its efforts to more fully and specifically embrace the values of diversity and inclusivity. This focus should bear more fruit in 2021, when we will begin delivering to physicians a new program: “Providing Culturally Safe Health Care to Indigenous Patients in Newfoundland and Labrador.” Our sincere thanks to the many Indigenous people of NL who advised us during this program's development, and to our collaborators at the Office of Professional and Educational Development, Faculty of Medicine, Memorial University.



# LICENSING THE PROVINCE'S PHYSICIANS

Licensing is the major regulatory task that the College performs to support the delivery of trusted medical care in this province.

The task of licensing physicians to practise in Newfoundland and Labrador has many comprehensive components.

The documentation and verification steps, for example, involve reviewing physicians' credentials and experience, assessing their applications for compliance with provincial and national standards and guidelines, verifying the references provided, and performing criminal record and vulnerable sector checks.

The College must perform these and other significant activities to fulfill our duty to responsibly regulate who practises medicine in this province, and to assure the public that the medical care our physicians deliver can be trusted to meet professional and regulatory expectations.



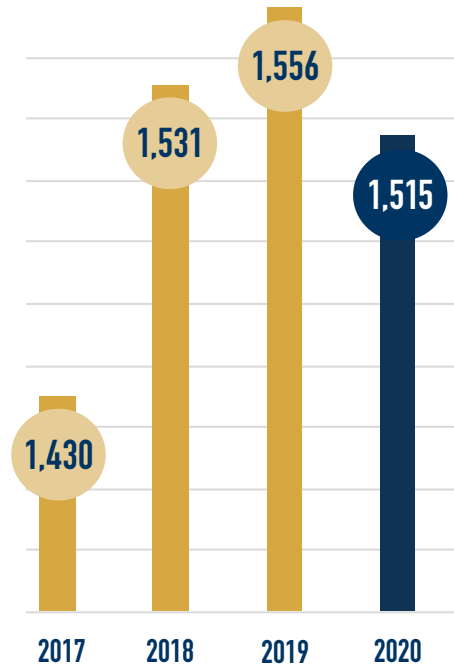


**Jamie Osmond**  
(ASSOCIATE REGISTRAR)



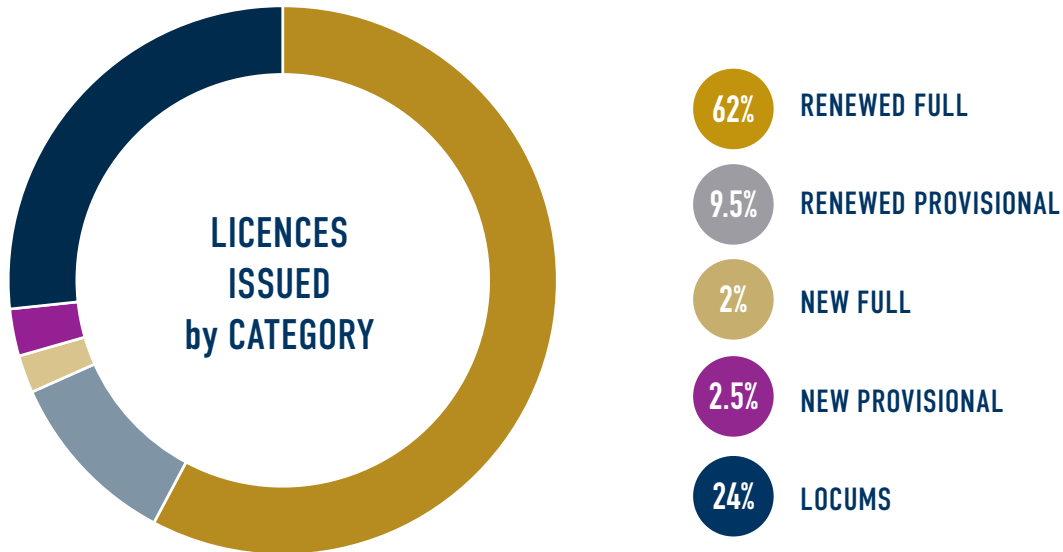
**Tanya Drover**  
(LICENSING OFFICER)

### LICENCES ISSUED: 4-YEAR TREND\*



\*New and renewed full and provisional licences, excluding licences for locums

## 2020 LICENCES: OVERVIEW



## CHANGES TO OUR LICENSING PROCESS DURING THE COVID-19 PANDEMIC

The arrival of COVID-19 in 2020 had two major effects on the College’s usual process of licensing physicians in this province—in addition to the adjustments caused by working remotely.

First, the Canadian medical regulatory authorities agreed during the winter of 2020 that provisional licences with minimal supervision would be issued to Canadian medical graduates who were affected by the Medical Council of Canada (MCC) exam delay. These provisional licences would be effective until the graduates successfully completed the MCCQE2 examination—which they were to do at the first available opportunity.

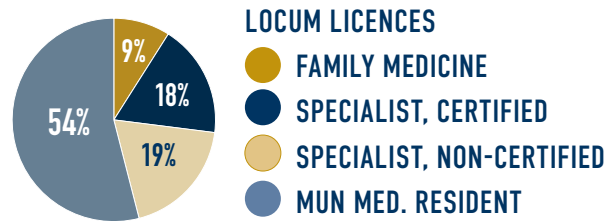
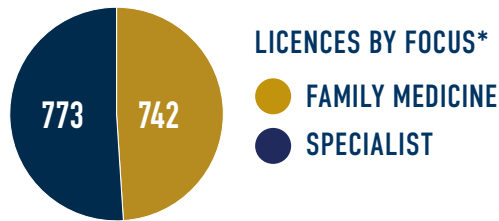
Second, because the MCC exam was postponed, Section 7 of the *Medical Regulations* was amended to extend a related

licensing requirement: that physicians with Provisional Family Medicine Licences needed to successfully complete the requirements for obtaining a Licentiate of the Medical Council of Canada (LMCC) within three years of first becoming licensed with our College. The Regulation amendment required the affected physicians to successfully complete the MCCQE2 examination as soon as it was made available.

Regulatory authorities are conducting ongoing discussions about how to assess physician competency throughout physicians’ professional careers. These discussions include the entry to medical practice examinations. It is expected this work will be completed within the next year or so.



## 2020 LICENCES: A FEW DETAILS



\*These breakdowns exclude locums

## EMERGENCY LICENSING FOR PANDEMIC RESPONSE

The demands of the pandemic also caused the College to review our process for granting Emergency Licences.

Our goal was to amend the process by removing all unnecessary delays in granting

these licences when circumstances demanded such action. By the end of December 2020, the College had issued Emergency Licences to three physicians.

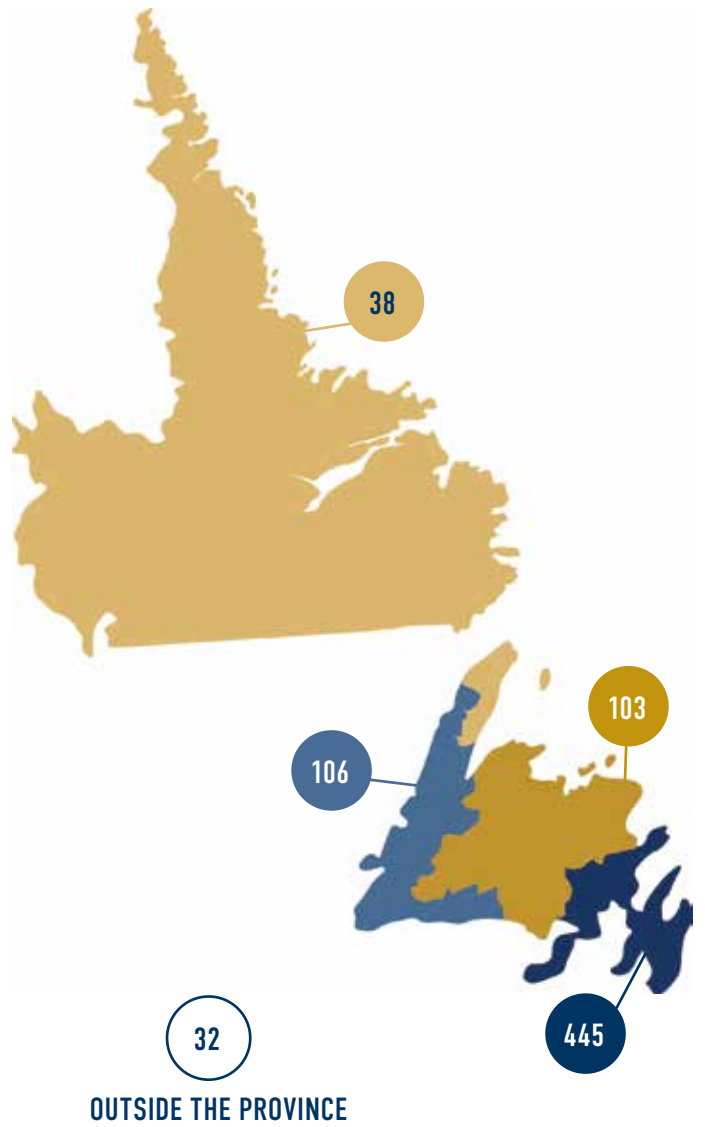
**406**  
CERTIFICATES  
OF  
PROFESSIONAL  
CONDUCT  
ISSUED

**281**  
LICENCE  
APPLICATIONS  
RECEIVED  
AND  
REVIEWED



## 2020 FAMILY PHYSICIAN LICENCES by PRACTICE ADDRESS

(total: 724\*)



OUTSIDE THE PROVINCE



LABRADOR-GRENFELL



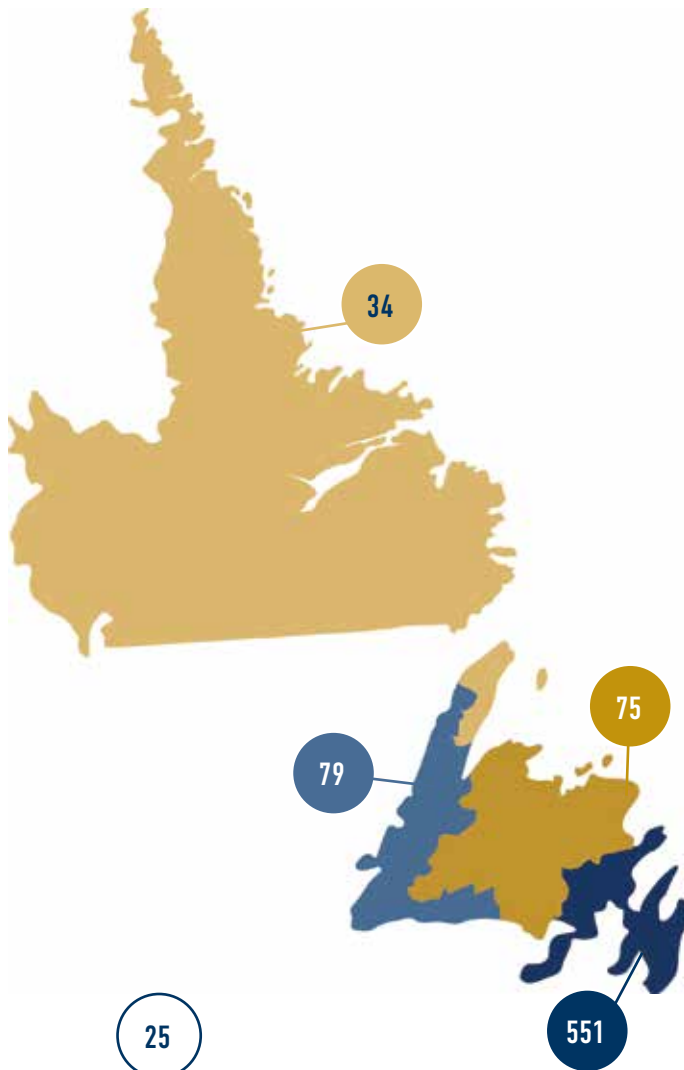
WESTERN

\* Calculated by calendar year, not renewal year



# 2020 SPECIALIST LICENCES by PRACTICE ADDRESS

(total: 764\*)



OUTSIDE THE PROVINCE



CENTRAL



EASTERN





# HELPING ENSURE THE ONGOING QUALITY OF OUR MEDICAL PHYSICIANS

The College promotes high standards of practice and the continuous improvement of the quality of care physicians provide. The College’s Quality division helps to maintain high standards of practice through programs aimed at quality improvement, quality assurance, and physician health monitoring. In 2020, the division made significant strides towards being more approachable, collaborative, consistent, and transparent in its approach to supporting quality in the practice of medicine.



**Brian Bennett**  
(DIRECTOR OF QUALITY)

## PRACTICE IMPROVEMENT . . .

In 2020, the College piloted a new quality improvement program—“Physician Peer Review NL” (PPR-NL)—which will launch for Family Physicians in 2021. Through it, the College can proactively engage with physicians to support their own continuous efforts to improve the quality of their practices.

A collaborative program, PPR-NL is intended to catalyze physicians’ learning and optimize their practice-enhancement



**THE PHYSICIAN CONTINUOUS  
QUALITY-IMPROVEMENT CYCLE**



efforts. It will provide them with the relevant data, feedback, and tools to do this work. In addition, PPR-NL will allow the College to focus on the physicians who are most in need of supports, and customize the assistance we offer. Typically, participating physicians find that peer review offers opportunities for self-reflection and provides a way to both structure goals and develop simple, concrete strategies for improving their practices.

### ... AND PHYSICIAN HEALTH

Like all of us, physicians can develop personal health issues that can affect both their work and the care they provide to patients. The College's physician health monitoring efforts are designed to put in place supports and protections so that physicians can manage their own health safely and effectively. Our ultimate priority is to ensure that if physicians are affected by a health issue, there is no risk to patients.

Where possible, the College works with physicians' own health care providers,

as well as with the Newfoundland and Labrador Medical Association's Physician Care Network. This collaborative approach gives physicians access to a continuum of integrated resources as they need them.

### QUALITY ASSURANCE REVIEWS

In certain circumstances—for example, when concerns are raised regarding physician competency or wellness—the Quality division can initiate a Quality Assurance Review. The goal is to ensure that a physician is practising safely, competently, and in good health.

**71**  
QUALITY  
ASSURANCE  
CASE  
MANAGEMENT  
FILES

**20**  
QUALITY  
ASSURANCE  
CASE  
REVIEWS



# HANDLING COMPLAINTS ABOUT PHYSICIANS

The College takes its responsibility to receive, assess, and address complaints about physician behaviour very seriously. Full details about the processes—from how to file an allegation to the College’s steps in addressing them—are available on [cpsnl.ca](http://cpsnl.ca).

At the College, this work is overseen by a committee of Council—the Complaints Authorization Committee (CAC). In 2020, the CAC held nine meetings. As a result of the COVID-19 pandemic, seven of these meetings were held virtually. The sole Tribunal Hearing held in 2020 occurred during COVID Alert Level 2, with all precautions taken.

Fewer allegations were received in 2020 than during 2019. The CAC believes this reflects the “COVID effect,” particularly because when public health restrictions became lighter in the final quarter of the year, the number of allegations received returned to expected levels.



- 15 COMPETENCE
- 46 PROFESSIONALISM
- 2 BOUNDARY VIOLATION





63

ALLEGATIONS  
RECEIVED

DECREASE  
OF 14  
OVER  
2019



**Elyse Bruce**  
(CORPORATE COUNSEL)

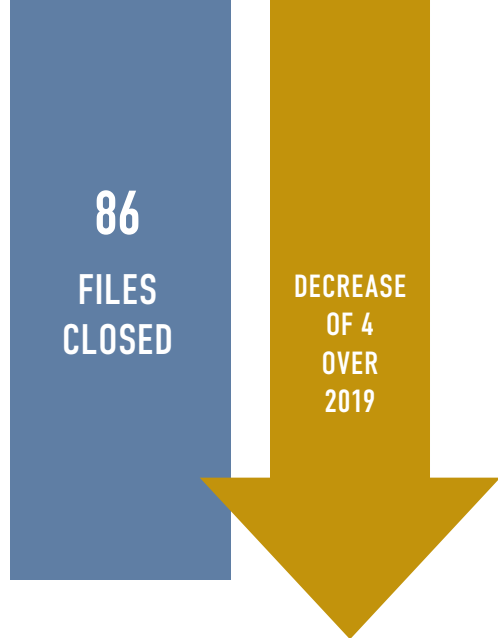


**Darlene Manning**  
(COMPLAINTS COORDINATOR)



**Rebecca Lethbridge**  
(INVESTIGATOR / PARALEGAL)





There were two notable trends in the allegations received in 2020. The number of alleged professionalism issues continued to increase (as in previous years). In addition, the College received several allegations that involved the care of multiple patients.

### CAN WE DO BETTER?

We are pleased to report that the median time between receipt of a new allegation and the date its file was closed decreased to 13 months in 2020.

While the CAC and the College are pleased with the improvements in speed, effectiveness, and communications that supported this increased efficiency, we realize there is room to do better. With this in mind, the CAC devoted serious attention to further opportunities for improvements in the Complaints process at its annual administrative meeting in December 2020.

With an eye to the special demands that come with investigating Complaints allegations, staff received additional training in 2020. It specifically focussed on developing appropriate investigation and communication strategies in complaints involving traumatizing circumstances.



- 19** RESOLVED AT INITIAL STAGE
- 47** DISMISSED
- 7** DISMISSED WITH DIRECTION
- 9** CAUTION OR COUNSEL
- 2** REFERRED TO TRIBUNAL
- 1** REFERRED TO ALTERNATIVE DISPUTE RESOLUTION



# SETTING STANDARDS AND GUIDELINES

One of the important ways that the College promotes high standards of medical practice is by creating and maintaining Standards of Practice that licensed physicians *must* follow, as well as Practice Guidelines recommending practices they *should* adopt. Both Standards and Guidelines can be accessed any time on [cpsnl.ca](http://cpsnl.ca).

The College reviews its Standards and Guidelines on five-year cycles. When needed, they are updated and/or renewed after review.

In 2020, no new or revised Standards or Guidelines were presented to Council for approval. However, public and member consultation took place on revisions to two Standards of Practice: Boundary Violations and Closing or Leaving a Medical Practice. In addition, one new Standard of Practice—which addressed Continuity of Care—was drafted and public/member review requested.

2

REVISED  
STANDARDS  
OF PRACTICE  
SENT FOR  
REVIEW

1

NEW  
STANDARD  
OF PRACTICE  
SENT FOR  
REVIEW





# IMPROVING COLLEGE TRANSPARENCY AND INCLUSIVITY

The College exists to protect the public interest and patient safety while being fair to the physicians we are mandated to regulate. Attempting to be collaborative, transparent, *and* as inclusive as possible with all the healthcare stakeholders involved in our work is a delicate and challenging balancing act.

We share considerable information on our website, [cpsnl.ca](https://cpsnl.ca). The College updates the Newfoundland and Labrador Centre for Health Information (NLCHI) Provider Registry every day. That is, we daily report which of this province's physicians are licensed to practise medicine. It is important that this information can be easily accessed through our website—we regard [cpsnl.ca](https://cpsnl.ca) as our trusted face to the world.

In 2020, we provided College Council and staff with in-depth and powerful education sessions on the importance of honouring the principles of inclusivity, diversity, and equity in College work, as well as in our communities, province, and country. An important related effort is providing culturally safe healthcare to the province's Indigenous patients. The College's new online continuing professional development program—"Providing Culturally Safe Health Care for Indigenous Patients"—developed in 2020 in cooperation with Memorial University's Faculty of Medicine, reflects and acknowledges the importance of this work.



# COMMUNICATING ABOUT COLLEGE WORK

The College recognizes that the public views cpsnl.ca—our website—as a source of trusted information, as do physicians and many other health care partners. In 2019, we began work on a complete redesign of cpsnl.ca, as well as a review of its content. This work continued, somewhat delayed by pandemic restrictions, through 2020. The cpsnl.ca renewal plans aim to make the site more user-friendly and ensure that information is always current and accurate. We intend to invite all site users to send feedback on the site’s new form and content, and its ease of use.

In addition to the website, the College uses other tools to communicate with its registrants. Information critical to the delivery of quality medical care is emailed to physicians as *Notices to College Members*. Registrants are kept apprised of College activities in quarterly *Update* circulars and regular *Complaints & Discipline Updates*.

We always emphasize that physicians have a professional obligation to read all information the College sends. We call registrants’ attention to this critical information through direct communication and, of course, we also make it available on cpsnl.ca.

4

REGISTRAR  
UPDATES


15

NOTICES TO  
COLLEGE  
MEMBERS

1

COMPLAINTS  
& DISCIPLINE  
UPDATE





# MANAGING COLLEGE RESOURCES

## FINANCE

The College remained in a stable financial position in 2020.

The Finance and Audit Committee met five times throughout the year, continuing its work on both oversight of broad operational items as well as the fiscal management of the College.

The financial information presented on the following pages is in summary form. Full audited statements will be available on request following their presentation at the College's Annual General Meeting, which is scheduled to take place on June 19, 2021.

## OPERATIONS

The College completed its office renovations in 2020. Designed to maximize space efficiencies and provide greater work flexibility, the renovations yielded five extra offices, as well as meeting rooms and conference facilities, three storage spaces, and a vastly improved staff working environment. The work positioned the College's offices for the next eight to ten years.

The College commenced implementation of a major Enterprise Content Management (ECM) technology solution in 2020.



**Clinton Lee**  
(DIRECTOR OF FINANCE)



**Natasha Denty**  
(ACCOUNTING & OPERATIONS  
COORDINATOR)



**Jamie Osmond**  
(OPERATIONS DIRECTOR)

Additional efforts to improve operational capacity and efficiency during the year included contracts with external professional consultants in the areas of Communications, Human Resources, Information Technology, and Project Management. Work also proceeded on the College’s new website review and design. The new cpsnl.ca site is planned to be operational in 2021.

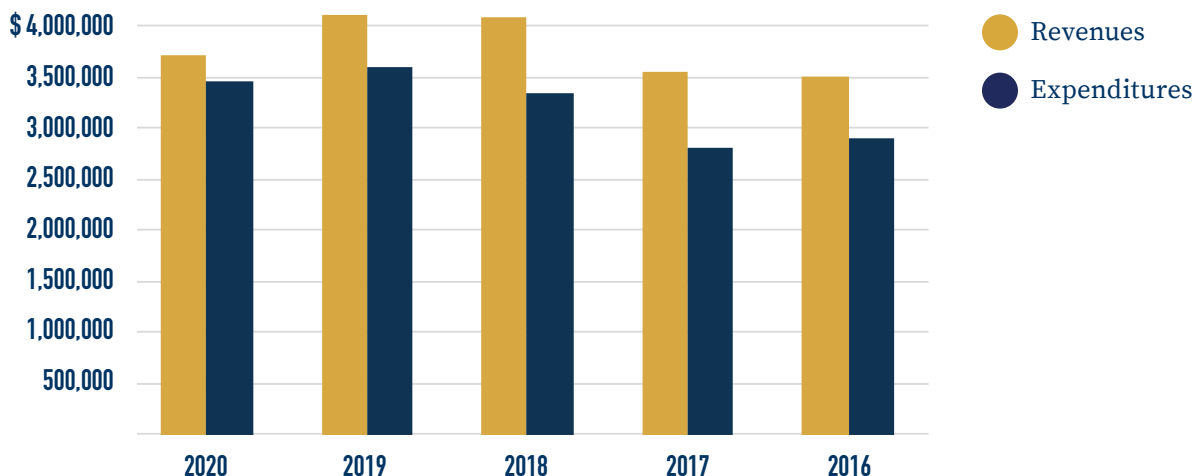
## SAFEGUARDING PRIVACY: NEW STEPS IN 2020

The College has a responsibility to take all reasonable measures to safeguard the confidential information it keeps and controls—information about our registrants and sensitive matters. And because Information Management (IM) is not a static field, we must be prepared to adapt to the changes that regularly occur in technical environments and IM best practices.

Consequently, in 2020 the College formalized the role and responsibilities of its new Privacy Officer. Work began that will enhance the College’s privacy framework and help us:

- Fulfill our privacy compliance obligations
- Make ethical decisions when designing the services we deliver
- Communicate about the College’s privacy practices with physicians, members of the public, partners, and other stakeholders

## COLLEGE REVENUES AND EXPENDITURES





## SUMMARIZED STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2020

	2020	2019
<b>ASSETS</b>		
Cash and cash equivalents	\$ 5,029,428	\$ 5,099,409
Accounts receivable	111,376	82,952
Equipment and leasehold improvements	1,575,495	1,395,105
Investments	1,199,106	1,109,645
	<b>\$ 7,915,405</b>	<b>\$ 7,687,111</b>
<b>LIABILITIES</b>		
Accounts payable	\$ 324,447	\$ 235,641
Deferred income	2,636,364	2,726,164
Deferred lease inducements	48,117	56,135
	<b>\$ 3,008,928</b>	<b>\$ 3,017,940</b>
<b>NET ASSETS</b>		
Invested in capital assets	\$ 1,539,729	\$ 1,353,379
Unrestricted and internally restricted	3,366,748	3,315,792
	<b>\$ 4,906,477</b>	<b>\$ 4,669,171</b>
	<b>\$ 7,915,405</b>	<b>\$ 7,687,111</b>

## SUMMARIZED STATEMENT OF REVENUE & EXPENDITURES AS OF DECEMBER 31, 2020

		2020	2019
<b>REVENUES</b>	Annual fees	\$ 2,989,280	\$ 3,081,820
	Professional corporation fees	175,100	184,550
	Registration and licensing fees	304,675	392,200
	Investment income	44,849	102,801
	Miscellaneous	184,413	240,067
	Joint Funded Projects	-	9,475
	Rental income	-	102,375
		<b>\$ 3,698,317</b>	<b>\$ 4,113,288</b>
<b>EXPENDITURES</b>	Salaries and employee benefits	\$ 1,902,387	\$ 1,920,548
	Complaints and discipline	154,627	166,428
	Council and committees	168,781	171,766
	Occupancy	242,915	256,775
	Office and operational	723,702	890,851
	Joint Funded Projects	-	9,475
	Amortization	268,599	186,710
		<b>\$ 3,461,011</b>	<b>\$ 3,602,553</b>
<b>EXCESS OF REVENUES OVER EXPENDITURES FROM OPERATIONS</b>		<b>\$ 237,306</b>	<b>\$ 510,735</b>
<b>USE OF EXCESS REVENUE OVER EXPENDITURES FROM OPERATIONS</b>	Operational Contingency	\$ 100,000	\$ 100,000
	Adjudication Tribunal Hearings	-	100,000
	College Infrastructure	-	100,000
	QA/QI Development	-	100,000
<b>EXCESS OF REVENUES</b>		<b>\$ 137,306</b>	<b>\$ 110,735</b>

**NOTE:** The excess of revenue over expenditures (2020) will assist the College in providing resources for the future for the Operational Contingency Fund.



# LOOKING AHEAD TO 2021

## QUALITY MEDICAL CARE

- The new “Physician Peer Review” (PPR-NL) program is launched
- Physician case files continue to be reviewed for consistency of process and disposition
- Partnership continues with the NLMA’s “Physician Care Network” program
- FMRAC work on Physician Competency Assessment—from practice entry through entire professional life—continues

## REGULATION

- Creation of two new licence types—Associate Physician and Clinical Assistant—is in active discussion\*
- CPSNL becomes a signatory to FMRAC’s Fast-Track Licensure Agreement
- We continue to review and define licensing requirements

\* This also involves amendments to the *Medical Act, 2011* and *Medical Regulations*

## WORKING RESPONSIBLY

- CPSNL’s Information Management System is completely integrated
- Incorporation of the principles of equity and cultural safety in College and Council work increases
- The work plan for the Compliance Officer is complete and underway
- College policies related to remote work are refined

## IN THE PUBLIC INTEREST

- The program “Providing Culturally Safe Health Care to Indigenous Patients in Newfoundland and Labrador” is introduced
- Work to enhance cpsnl.ca—the College’s website—is completed
- The College furthers its action planning on Diversity, Inclusivity, and Equity





# COLLEGE MANDATE

## Section 8

- (1) The college is authorized to regulate the practice of medicine and the medical profession in the public interest.
- (2) The objects of the college include
  - (a) the promotion of
    - (i) high standards of practice and
    - (ii) continuing competence and quality improvement through continuing medical education;
  - (b) the administration of a quality assurance program; and
  - (c) the enforcement of standards of conduct.

As established by the *Medical Act, 2011*

### REPORT EDITING, DESIGN & LAYOUT:

Sandy Newton

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Submitted by CPSNL Council or staff, with the exception of: Susan MacDonald by Richard Blenkinsopp

## HOW CAN WE IMPROVE OUR 2021 ANNUAL REPORT?

Please email feedback and suggestions about the College's annual report to [cpsnl@cpsnl.ca](mailto:cpsnl@cpsnl.ca).





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