



**College of Physicians
& Surgeons
of Newfoundland and Labrador**

**2022
Annual Report**



2022 Snapshot

1,567

new and renewed
medical licences
issued

616

new and renewed
professional medical
corporation licences
issued

134

locum
licences
issued

191

new licence
applications
assessed

489

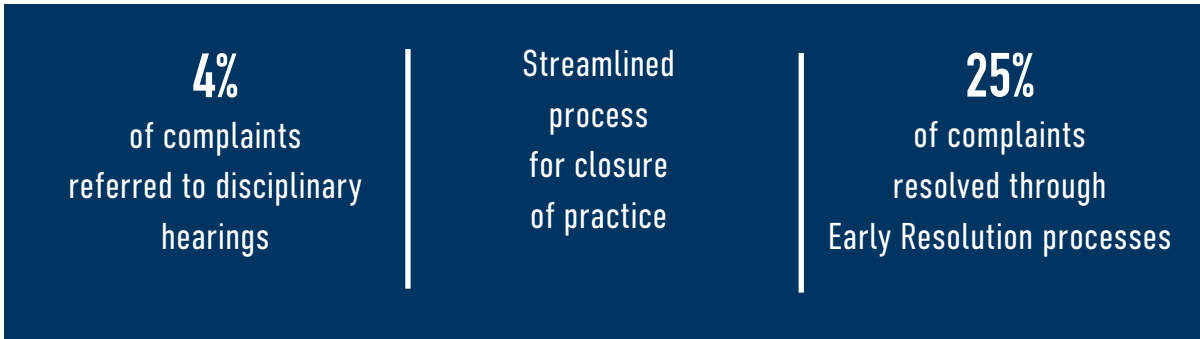
postgraduate
education licences
issued

482

Certificates of
Professional Conduct
issued

Participated in the
development of the
Atlantic Registry for
Physicians

Collaborated with
the Department of
Health and Community
Services on the
*Medical Regulations,
2023*





The College

The College of Physicians and Surgeons of Newfoundland and Labrador (the College) regulates the practice of medicine in the public interest.

It is governed by a 15-member Council which includes the Registrar and Deputy Registrar, who are medical practitioners, as well as ex-officio members.

Of the remaining 13 members, seven are licensed medical practitioners elected by their peers and six are appointed by the Minister of Health and Community Services. Two of these six are medical practitioners who are nominated by the Newfoundland and Labrador Medical Association.

Of the remaining four appointed by the Minister, three are public members and are not medical practitioners; one is appointed from a list submitted by the Board of Regents of Memorial University.

The College fulfills its mission by:

- Setting qualifications for registration and licensure
- Conducting a rigorous licensing process
- Investigating complaints
- Conducting disciplinary hearings
- Setting standards for ethical and professional behaviour
- Setting standards for medical practice
- Promoting continued competence
- Registering Professional Medical Corporations (PMCs)
- Maintaining physician registers

OUR MANDATE

"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

OUR VISION

Quality healthcare in
Newfoundland and Labrador
through the regulation of
the medical profession in the
public interest.

OUR VALUES

Fairness
Quality of Service
Social Responsibility
Communication
Transparency
Innovation
Inclusivity and Diversity



Message from the College Chair and CEO & Registrar

It's hard to imagine that another year has passed, and we are finally looking ahead to a post-pandemic world. Many people are beginning to enjoy regular activities and travel – things that were not possible just a short time ago.

We are now in an interesting position of stasis and growth, which can be challenging but also offers an opportunity to envision different paths for the future – ones we hope will take the best of what we have learned to create a future where safe, quality healthcare is accessible for all.

As a College, we're grateful for the opportunities we have been given to reflect on our role in healthcare in the province and to grow as an organization. And, as always, we continue to look ahead at the healthcare landscape to determine how it will shape our mandate in the future. As we do, our goal is to implement targeted strategies and practices that fulfill our responsibility to regulate the practice of medicine in the public interest.

In 2022, as increasing numbers of Newfoundlanders and Labradorians found themselves without family physicians, and we continued to experience both a shortage of healthcare workers and closures of emergency departments, the College remained focused on adapting our standards and practices to meet the needs of the medical profession. We also worked to streamline our licensing standards and processes to expand opportunities for qualified physicians to register to practice, thereby helping to improve the delivery of healthcare across the province.

The College worked hard this year to simplify the licence application process. We amended pre-licensure requirements and developed proposals to accept foreign credentials from approved jurisdictions without delay. Approved jurisdictions have

medical education and credentialing systems that closely match those in Canada, providing us with the security of knowing that applicants have received comparable training and certification. We also clarified our “currency of practice” definition and Continuing Professional Development Policy. And we worked with external consultants to identify and remove inefficiencies in the licensing process.

Important collaborations

In late 2022, the College also partnered with our colleagues at medical regulatory bodies across Atlantic Canada to develop an Atlantic Registry. The Registry is intended to enable eligible physicians to move easily throughout the region. We continue to work with the other Atlantic Colleges to develop guidelines and processes to ensure the successful implementation of the new regional registry in 2023.

We also collaborated with the Department of Health and Community Services on developing the *Medical Regulations, 2023* to support changes to the *Medical Act, 2011*. Many of these changes are aimed at improving the flow of physicians to the province by refining our licensing processes and pathways.

Ensuring physicians are healthy and fit to practice

In 2022, the Physician Peer Review Program (PPR-NL) wrapped up its first full year of operation, completing 90 peer reviews.

Our quality assurance team also took a more robust approach to regulating “fitness to practice,” bringing a treatment

and rehabilitation lens to physician health concerns and collaborating with the Newfoundland and Labrador Medical Association’s Physician Care Network to support physician wellness. This will continue to be a priority for the College in 2023 and beyond.

A busy year for professional conduct efforts

In addition to ensuring physicians are healthy and fit to deliver care, the College is responsible for regulating the practice of medicine by receiving and evaluating complaints related to physicians’ professional conduct and competence. This is an integral part of our legislated mandate and some of our most important work.

While we are happy to report that the number of complaints received in 2022 decreased, their complexity and the person-hours needed to resolve them continued to increase. This is as much a reflection of the changing nature of medicine as it is of the increased stresses on our healthcare system. In 2022, the majority of complaints received, some 54%, were related to professional conduct. This is a continuation of a trend from previous years and, in many cases, is related to communication challenges between physicians and their patients.

As a College, ensuring complaints are respectfully evaluated, heard, investigated, and resolved is critical to delivering on our mandate.

In 2022, we continued to improve our transparency and communication with everyone involved in a complaints investigation.

For example, in addition to the established

paper-based complaints process, we added an Online Submission Form and a Frequently Asked Questions section to our website to provide an additional access point for those who prefer to submit their complaint online.

We also revised our letters to complainants and physicians to provide a more detailed explanation of what to expect during, and potential outcomes of, the complaints process.

While we understand that the complaints process can be challenging, it is our legislated duty to review every complaint and exercise due diligence in its resolution. You can find detailed insights into our 2022 complaints activities on pages 19-21 of this report.

We want to thank our physician registrants for their steadfast work caring for the people of Newfoundland and Labrador through these challenging times. We also thank our Council and Committee members for their dedication and commitment to governing the College, for fulfilling their fiduciary duty, and for

asking important and challenging questions. Council diligence continues to drive fulsome consideration of the decisions that shape the direction of our work.

In 2022, Drs. Kevin Hogan, Carl Sparrow, and Rebecca Rudofsky completed their terms on the College Council. We thank them for their significant contributions during their tenure. In December, we welcomed newly elected Council members Drs. Lynn Dwyer and Natasha Pardy to represent the St. John's/Mount Pearl region and Dr. Tracey Wentzell, who was re-elected to represent the Remainder of the Province region.

Finally, we thank College staff for their tireless efforts this past year. With increased demands and limited resources, our small team worked very hard to support the College in delivering on its mandate of safe and quality care for all Newfoundlanders and Labradorians.

Ms. Gail Hamilton, Council Chair
Dr. Tanis Adey, CEO and Registrar

LAND ACKNOWLEDGEMENT

We respectfully acknowledge the province of Newfoundland and Labrador as the ancestral homelands of many diverse populations of Indigenous Peoples who have contributed to 9,000 years of history, including the Beothuk on the Island of Newfoundland.

Today, this province is home to diverse populations of Indigenous and other people. We also acknowledge with respect the diverse histories and cultures of the Mi'kmaq, Innu, and Inuit.

Courtesy of the Government of Newfoundland and Labrador



Raising our sensitivity and inclusiveness

In line with the College's values of Fairness, Social Responsibility, and Inclusivity and Diversity, and the College's 2022 Governance Key Performance Indicator—Continue work on general College principles regarding Inclusivity, Equity, Cultural Safety, and Racial Discrimination—College Council and staff members participated in activities to advance these principles throughout 2022.

On April 19, College Council and leadership attended a presentation hosted by the Newfoundland and Labrador Health Regulator's Network. Myrna McCallum, a Métis lawyer from Green Lake in Treaty Six territory and the host of "The Trauma-Informed Lawyer" podcast gave a presentation introducing concepts of Trauma-Informed Practice specifically targeting medical regulators.

In June 2022, some College Council members and staff attended the Federation

of Medical Regulatory Authorities of Canada (FMRAC) Education Conference. The conference theme was **Eradicating Indigenous-Specific and Other Forms of Racism and Discrimination/Creating a Safe Regulatory Environment for Patients**. One program objective was to motivate participants to commit to "further considering the particular responsibilities of Medical Regulatory Authorities (MRAs) in addressing Indigenous-specific and other forms of racism and discrimination in the work that they do to protect the public."

And in December, Council and staff attended an unconscious bias workshop facilitated by ethree Consulting.

These learning activities provided opportunities for reflection, inspiration, and guidance to inform how the College can advance equity, diversity, and inclusion in all its lines of business and as an organization.

2022 College Council

Appointed members

Public representatives

NLMA representatives



Ms. Gail Hamilton
(COUNCIL CHAIR)



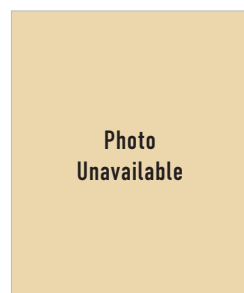
Dr. Tony Gabriel
(COUNCIL VICE-CHAIR) †



Mr. Allan Bradley



Vacant



Mr. Dave Dove



Vacant

**Memorial University
representative**

Elected members

St. John's / Mount Pearl representatives



Dr. Rebecca Rudofsky*
(COUNCIL VICE-CHAIR)



Dr. Dianne Keating Power

Rest of the Province representatives



Dr. Robert Forsey



Dr. Lynn Dwyer †



Dr. Kara Laing



Dr. Carl Sparrow*



Dr. Kevin Hogan*



Dr. Natasha Pardy †



Dr. Tracey Wentzell

Non-voting ex-officio members

Dr. Tanis Adey
CPSNL CEO AND REGISTRAR

Dr. Oscar Howell
CPSNL DEPUTY REGISTRAR

* To November 2022

† As of December 2022



COMMITTEE

2022 Committees of Council

"The Council
may appoint committees
and establish the duties
and responsibilities
of the committees."

Medical Act, 2011

Quality Assurance Committee

Oscar Howell (CHAIR, NON-VOTING)	Dianne Keating Power
Allan Bradley	Kevin Hogan*
Dave Dove	Tracey Wentzell
Natasha Pardy †	Carl Sparrow*

Licensing and Registration Committee

Gail Hamilton (CHAIR)	Rebecca Rudofsky*
Dave Dove	Carl Sparrow*
Tony Gabriel †	Tracey Wentzell
Kevin Hogan*	Kara Laing
Dianne Keating Power	

Governance Committee

Gail Hamilton (CHAIR)	Kevin Hogan*
Allan Bradley	Dianne Keating Power
Robert Forsey	Kara Laing †

Complaints Authorization Committee

Oscar Howell (CHAIR, NON-VOTING)	Gail Hamilton
Allan Bradley	Kevin Hogan*
Lynn Dwyer †	Kara Laing
Robert Forsey	Rebecca Rudofsky*
Tony Gabriel	

Finance & Audit Committee

Gail Hamilton (CHAIR)	Natasha Pardy †
Allan Bradley	Kevin Hogan*
Tony Gabriel	Tracey Wentzell

Public Engagement Committee

Allan Bradley (CHAIR)	Lynn Dwyer †
Dave Dove	Rebecca Rudofsky*
Gail Hamilton	Tracey Wentzell

Auditors

Noseworthy Chapman

* To November 2022

† As of December 2022

Communicating About College Work

The College recognizes that effective communication with stakeholders is critical to the successful delivery of its mandate.

In 2022, the College continued to provide registrants with *Quarterly Updates* following each Council meeting. *Notices to College Members* were also emailed to registrants and stakeholders throughout the year to update them on College activities, solicit input on changing Standards of Practice and Practice Guidelines, and provide specific direction to registrants on issues related to the practice of medicine. The College also responded to queries received via email, telephone, and regular mail.

As always, the College reminds members that it is their professional obligation to read all College communications.

The revamped College website continued to play an important role in 2022, facilitating communications between the College,

stakeholder organizations, physicians and the public. The site contains valuable information for the public and College members, including physician licensing status and practice information, licensing and complaints processes, and Standards of Practice and Practice Guidelines.

In 2022, the College engaged an external agency to aid in the development and delivery of a strategic plan for the organization for the 2023-2028 period. Details on the plan can be found on pages 29-30 of this report.

Finally, in recognition of the increasing need for improved stakeholder engagement and transparency with our various audiences, the decision was made to create a communications role at the College. Recruitment for the role began in late 2022 with a goal to have a successful candidate in the position early in 2023.

4

Quarterly
UPDATES

23

Notices to
College
Members

1

Professional
Conduct Report

College Leadership Team



Dr. Tanis Adey
CEO AND REGISTRAR



Dr. Oscar Howell
DEPUTY REGISTRAR



Jamie Osmond
ASSOCIATE REGISTRAR,
DIRECTOR OF OPERATIONS



Elyse Bruce
CORPORATE COUNSEL,
DIRECTOR OF PROFESSIONAL
CONDUCT

Our
Team

College Staff

LICENSING & REGISTRATION



Tanya Drover
LICENSING OFFICER



Kate MacDonald
LICENSING OFFICER-POLICY



Andrea Somerton
LICENSING COORDINATOR

PROFESSIONAL CONDUCT & POLICY



Rebecca Lethbridge
CLINICAL INVESTIGATOR,
POLICY COORDINATOR

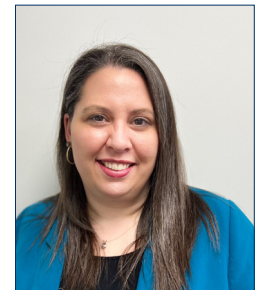


Darlene Manning
PROFESSIONAL CONDUCT
COORDINATOR

QUALITY



Brian Bennett
DIRECTOR OF QUALITY,
PRIVACY OFFICER



Stephanie Mullins
QUALITY PROGRAMS
COORDINATOR

FINANCE & OPERATIONS



Clinton Lee
DIRECTOR OF FINANCE AND
ADMINISTRATION

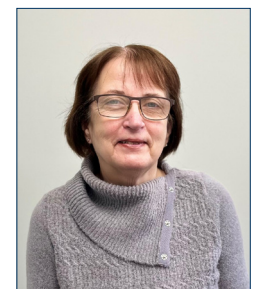


Natasha Denty
FINANCE AND ADMINISTRATION
OFFICER

OFFICE OF THE REGISTRAR



April Bixby
COMPLIANCE OFFICER



Janice Howell
ADMINISTRATIVE
ASSISTANT*

*We acknowledge with thanks the work of Janice Howell, Administrative Assistant, who retired in 2022 after 19 years of dedicated service to the College.



Licensing Physicians in Newfoundland and Labrador

As a College, our goal is to create a licensing process that is easy to navigate while ensuring that physicians who wish to practice here are suitably trained to deliver safe, quality medical care. To that end, in 2022, we focused on evaluating, improving, and reducing inefficiencies in all aspects of the licensing process.

Streamlining the Licensing Process

This year, as part of our efforts to streamline the licensing process, the College reviewed all licensure pre-conditions, including CPSNL-specific courses, to determine whether they remained relevant and necessary.

As a result, only one required course - *Providing Culturally Safe Healthcare to Indigenous Patients in Newfoundland and Labrador* - remains as a pre-licensure requirement.

To optimize the licensing process, new system indicators were developed.

Licensing and Registration Committee Work

This Committee of Council was very active in 2022. The group met on eight occasions to update existing or implement new policies aimed at:

The College's licensing process includes verification of credentials, education, experience, and professional conduct. Processes are in place to licence physicians who can provide Newfoundlanders and Labradorians with quality, safe medical care.

- Streamlining the licensure application process
- Recognizing alternatives to Canadian certification
- Ensuring clinical competency
- Recognizing physicians previously licensed by our College

The Committee also passed several key resolutions, including:

1. Specialty and Primary Care Practice Licence Transition

As licensing criteria and policies have evolved over the past five years, both in the province and nationally, physicians who may have previously qualified and held a Licence to Practice Medicine in Newfoundland and Labrador may find they no longer qualify for licensure.

To address this, the Committee adopted transition policies that allow physicians licensed in the province in the last five years to again be eligible for a Licence to Practice Medicine.

2. Acceptable Alternatives to Certification Eligibility

The Committee adopted the Acceptable Alternatives to Certification Eligibility

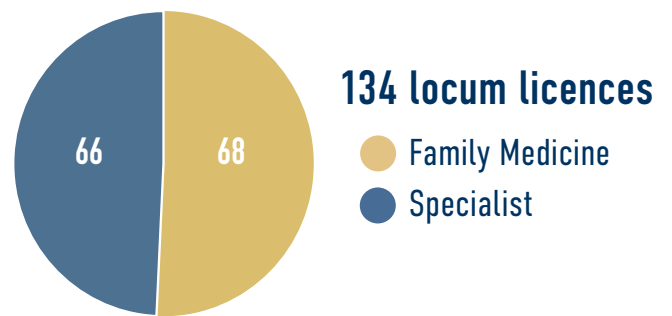
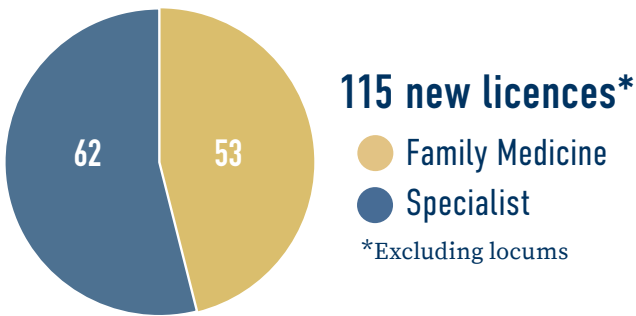
Policy to ensure applicants that complete their training and certification in select internationally approved jurisdictions, but who do not hold Canadian certification eligibility, may be issued a Provisional Licence to Practice Medicine in Newfoundland and Labrador.

Inter-jurisdictional Collaboration

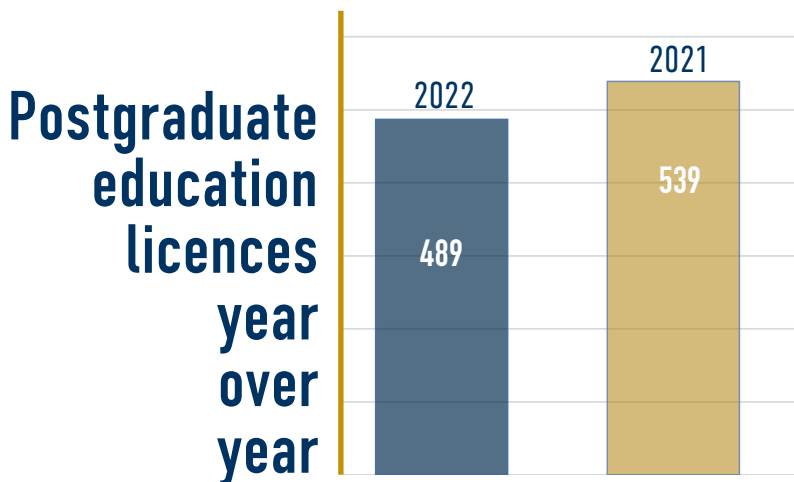
In the Fall of 2022, the four Atlantic Colleges agreed to explore the concept of an Atlantic Registry, with possible implementation in 2023. This initiative is intended to reduce administrative barriers for physicians who meet agreed-upon criteria, thus creating a pathway for increased physician mobility in the Atlantic region.

Members of the College's licensing team continued taking part in national working groups and initiatives throughout the year, including the National Registry of Physicians project.

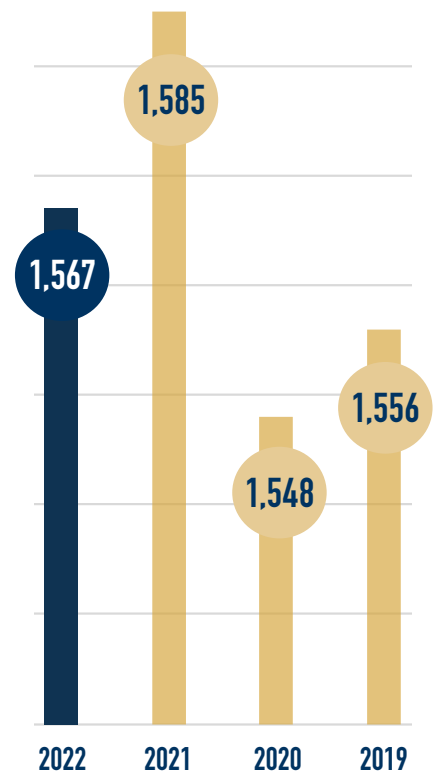
2022 Number of Licences Issued



2022 Licensing Snapshot

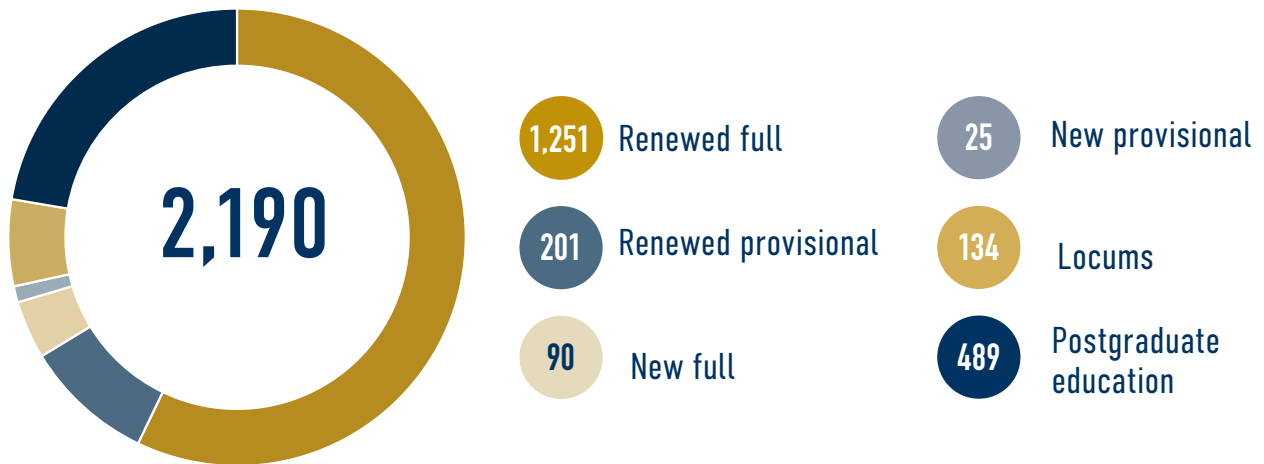


Licences issued 4-year trend*



*New and renewed full and provisional licences, excluding licences for locums and postgraduate education licences.

2022 Licences Issued by Category



482

Certificates of Professional Conduct issued

A Certificate of Professional Conduct (CPC) confirms a physician's current standing with the College. A CPC is required when physicians apply for a licence in another jurisdiction.

191

new licence applications assessed

Top three reasons for denying licence applications

28%

currency of practice issue*

*have not met the minimum requirement for clinical practice

17%

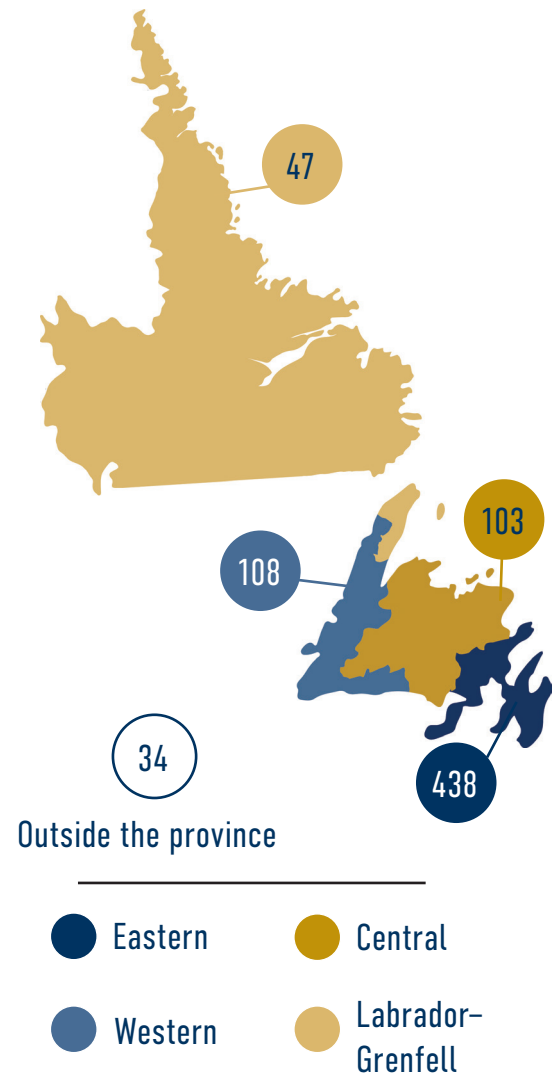
clinical training/ internships incomplete

13%

exams incomplete

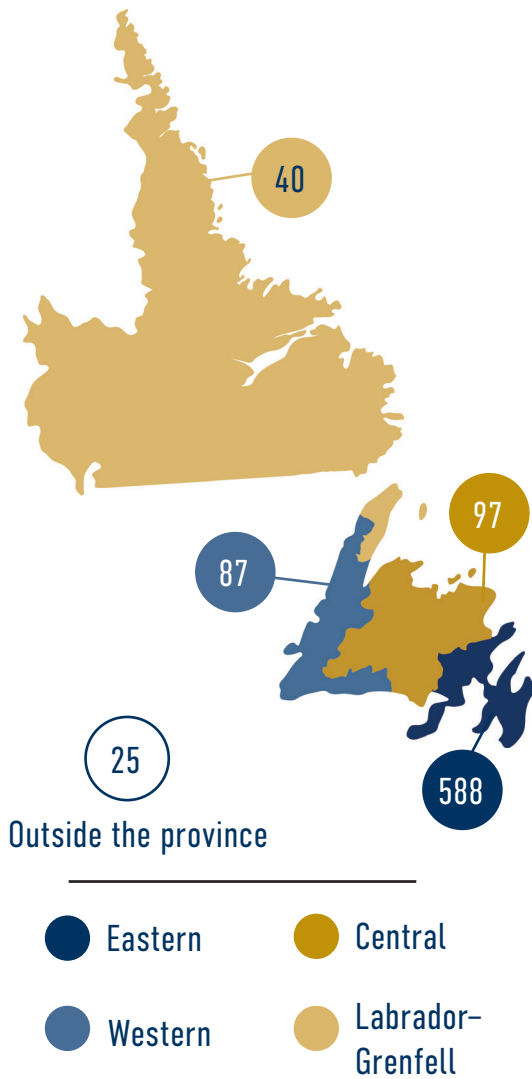
Licences Issued in 2022 by Region

2022 Family Medicine licences by practice address (total: 730*)



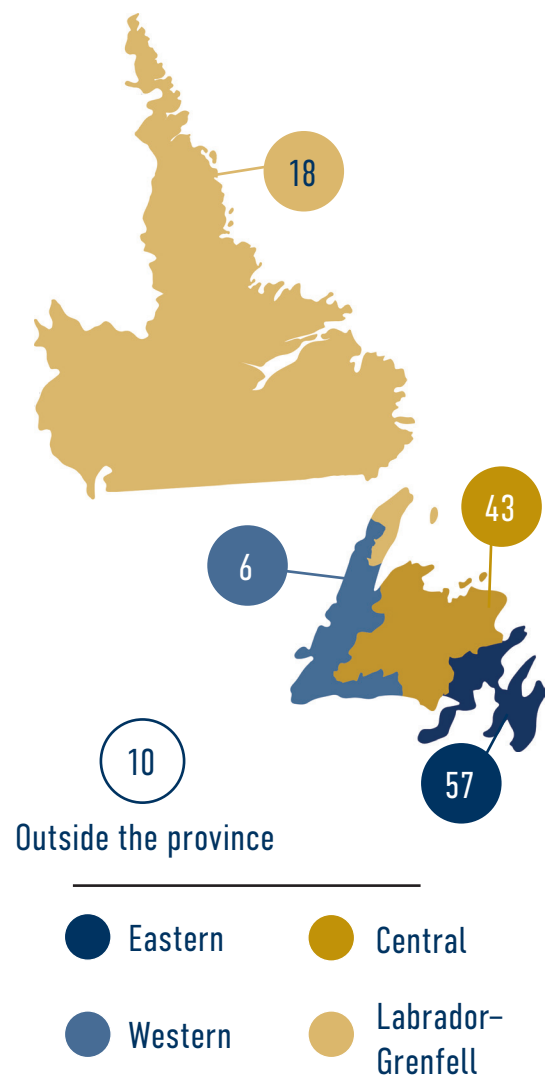
* Calculated by calendar year, not renewal year

2022 Specialist licences by practice address (total: 837*)



* Calculated by calendar year, not renewal year

2022 Locum licences by practice address (total: 134*)



* Calculated by calendar year, not renewal year



Handling Complaints

One of the primary responsibilities of the College is to receive, assess, and address complaints about physician behaviour. We take this responsibility very seriously.

Every year, we track complaints-related activities and use this information to improve our processes so we can continue to deliver on our legislated mandate.

Work of the Complaints Authorization Committee

The Council's Complaints Authorization Committee (CAC) oversees the College's professional conduct work. In 2022, the CAC held nine meetings where its work included reviewing complaints referred to them by the Registrar and considering and making decisions on complaint files.

Also, in 2022, Adjudication Tribunals appointed from an independent panel of physicians and members of the public heard two complaints referred from the CAC for disciplinary hearings.

Highlights of Our Professional Conduct Efforts

In 2022, the College remained focused on

It is the College's legislated mandate to receive and evaluate complaints related to physicians' professional conduct and competence.

improving our processes and working with complainants to resolve their concerns in a satisfactory manner.

The College received 82 complaints about physicians, a decrease of 21 from the previous year.

Despite this decrease, the number of complaints about professionalism remained high, many of which were related to breakdowns in communication between physicians and their patients or patients' families.

To help resolve communications complaints effectively, the College focused on using an Early Resolution (ER) process where possible. ER is beneficial as it allows parties to reach a resolution on a file earlier and without the need for a full investigation and committee decision. It is also done by agreement, so the complainant must be satisfied that their concern has been addressed.

In 2022, 25% of complaints were resolved using the ER process.

Improving communications and access

This year, the College took additional steps to ensure the public has access to relevant and necessary information about the College, its work, and its programs.

For example, an Online Submission Form was added to our website to help expedite and streamline the complaints process for the public. A Frequently Asked Questions section was also added to the College website to assist prospective complainants to better understand the process and potential outcomes. We also provided information on our website to help the public understand, file, and follow up on complaints.

All public-facing communication material was reviewed with the goal of improving how the College communicates with the public and physicians involved in the complaints process.

Department staff and CAC members also received continuing education and training relevant to their roles, including training in unconscious bias and trauma-informed practices.



Complaints received by category in 2022



2022 Complaints Snapshot



- Dismissed (58%)
- Caution/counsel (10%)
- Direction given (3%)
- Tribunal (4%)
- Early Resolution (25%)



Setting Practice Standards and Guidelines

7 Revised Standards of Practice

- Accepting New Patients
- Complementary & Alternative Medicine
- Duty to Report a Colleague
- Ending the Physician-Patient Relationship
- Medical Assistance in Dying
- Physician Treatment of Self, Family Members or Others Close to Them
- Professional Responsibilities in Medical Education

3 Revised Practice Guidelines

- Opioid Prescribing
- Opioid Prescribing for Opioid Use Disorder
- Uninsured Services

2 Draft Standards of Practice sent for review

- Closing or Taking Leave from a Medical Practice
- Virtual Care

The College promotes high standards of medical practice by creating, reviewing, and regularly updating the Standards of Practice that licensed physicians **must** follow and the Practice Guidelines that practising physicians **should** adopt.

The College generally reviews its Standards and Guidelines on five-year cycles, although some are reviewed on shorter cycles depending on the nature of their content.

When areas for improvement are identified as part of the review process, the Standard or Guideline is then updated. This may involve consulting with the public, College registrants and stakeholder organizations.

Once the Standard or Guideline has been updated, it is sent to Council for approval, after which, it is posted to the College website and distributed to all members.

Standards and Guidelines are also updated outside of the regular review cycle when an issue requiring clarification arises, such as the identification of a gap in the document or a change in the accepted Standard or Guideline.

All College Standards and Guidelines can be found on the College website, cpsnl.ca. The site also lists the events and clinical conditions that physicians have a duty to report to the appropriate government department or regulatory agency.



Supporting Quality to Ensure Patient Safety

The College's Quality Department supports physicians to deliver safe, effective, ethical care. It does so via interconnected, complementary programs that ensure physicians understand and adhere to the standards of practice and behaviour expected by the profession.

Quality Assurance: Ensuring Physician Competence

The College's quality assurance programming ensures that physicians remain competent by participating in continuing professional development, that they adhere to practice standards and guidelines, and that they meet the obligations set out in the Canadian Medical Association's Code of Ethics and Professionalism.

When warranted, the College will conduct reactive quality assurance reviews. These reviews are typically in response to information received by the College, and allow the Quality department to examine and assess a physician's practice. Referrals for quality assurance reviews come from a variety of sources, including our Professional Conduct and Licensing departments.

Emerging Trends in Quality Assurance

In 2022, ensuring continuity of care after hours emerged as a key issue. To ensure physicians adhered to the expectations

The College has partnered with the NLMA via its Physician Care Network to support physicians in prioritizing their health and well-being while they continue to provide quality patient care.

of the profession in this area, the Quality Department:

- Contributed to the development of enhanced Standards of Practice
- Collaborated with national regulatory partners to adopt innovative approaches to regulation focused on fitness to practice
- Reviewed multiple practices to ensure compliance with Standards of Practice and Practice Guidelines

Quality Improvement: Proactive Practice Enhancement

Through its proactive quality improvement programs, the College engages in outreach with physicians to highlight areas of practice excellence, identify opportunities for improvement, and guide lifelong learning.

The College's primary quality improvement initiative is the Physician Peer Review Program (PPR-NL), which completed its first full year of operation in 2022.

The main quality improvement programming drivers are:

- Clearly communicating that our quality improvement programs are our legislated mandate and not in any way

disciplinary or punitive

- Proactively engaging with physicians to foster self-reflection and create a culture of continuous quality improvement
- Using validated, evidence-informed program components to support easy, effective practice enhancement

Emerging Trends in Quality Improvement

Based on practice reviews completed in 2022, balancing in-person and virtual care continued to present challenges for some physicians. To assist them, physicians were encouraged to review the College's Standard of Practice on Virtual Care to guide them in organizing their practice.

PPR-NL Completes its First Full Year of Operation

PPR-NL is a collegial, educational peer review program that encourages physicians to engage in proactive practice improvement. It allows the College to connect with more physicians regularly, and helps the College support its members' quality improvement efforts at all stages of their career.

Feedback received from PPR-NL

participants was overwhelmingly positive. Registrants clearly understood that practice assessments were intended to generate helpful suggestions for practice improvement and not to audit for “bad practices.” The College received several suggestions for improvements to PPR-NL, which were incorporated into the program.

In 2022, major PPR-NL program activities included:

- Recruiting and training physician assessors
- Enhancing program supports and toolkits
- Completing 90 practice reviews of community-based family physicians
- Planning for the program’s expansion

Physician Wellness: Supporting the Physicians Who Support Our Province's Patients

When a physician’s well-being suffers, it can affect the quality of their practice. When this happens, the College’s “fitness to practice” approach protects the public while supporting physician wellness.

Doing so maintains patient safety while ensuring that physicians can practice safely and to the fullest extent of their scope of

practice.

The College has partnered with the Newfoundland and Labrador Medical Association via its Physician Care Network.

This allows the College to support physicians in prioritizing their health and well-being while they continue to provide quality patient care.

Emerging Trends in Physician Wellness

Physicians across Canada, including Newfoundland and Labrador, reported increased stress, anxiety, and burnout rates in 2022.

Emerging health issues for physicians include cognitive decline as per the general population.

Responding to these trends, the College’s Physician Wellness activities in 2022 included:

- Collaborating with the NLMA to expand and enhance the Physician Care Network
- Consulting with other medical regulatory authorities across the country to incorporate innovative regulatory solutions into CPSNL programming

Managing College Resources

Finance

The Finance and Audit Committee met five times in 2022, to perform its work on the fiscal management of the College, as well as exercise its oversight of broad operational items.

As the following pages demonstrate, the College remained in a stable financial position in 2022. The financial information presented in this report is in summary form. Full audited statements are available by request following their presentation at the College's Annual General Meeting, which is scheduled to take place on June 17, 2023

Cyber security

The College's Risk Management program calls for continued evaluation of risk, and

then planning and implementing risk mitigation strategies. Cyber security is always at the forefront of our risk evaluation and planning.

In 2022, the College also revised its Enterprise Privacy Policy with a goal to begin developing a framework in 2023.

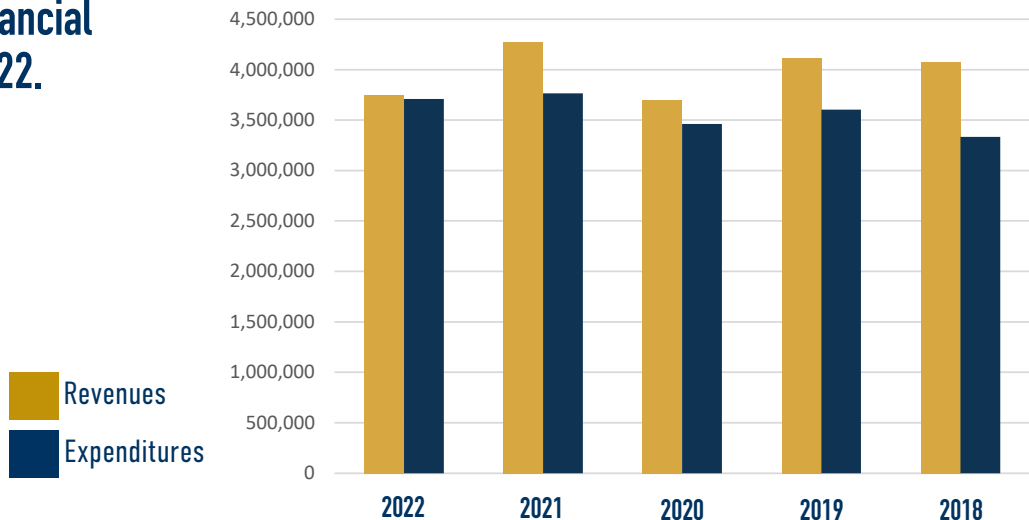
Privacy

The College has a duty to protect the confidential information that it collects, uses, and discloses in the performance of its regulatory functions. CPSNL fulfills this responsibility by complying with legislative requirements, and by adopting practices set out in recognized privacy standards.

In 2022, the College revised its enterprise-level privacy framework.

The College remained in a stable financial position in 2022.

College revenues and expenditures



Summarized statement of financial position as of December 31, 2022

		2022	2021
Assets			
	Cash and cash equivalents	\$ 5,126,171	\$ 5,551,999
	Accounts receivable	58,610	312,159
	Equipment and leasehold improvements	1,044,093	1,296,316
	Investments	2,397,745	1,323,039
		\$8,626,619	\$ 8,483,513
Liabilities			
	Accounts payable	\$ 207,037	\$ 251,184
	Deferred income	2,930,314	2,773,864
	Deferred lease inducements	32,081	40,098
		\$3,169,432	\$ 3,065,146
Net assets			
	Invested in capital assets	\$ 1,020,247	\$ 1,266,511
	Unrestricted and internally restricted	4,436,940	4,151,856
		\$5,457,187	\$ 5,418,367
		\$ 8,626,619	\$ 8,483,513

Summarized statement of revenue and expenditures as of December 31, 2022

		2022	2021
Revenues	Annual fees	\$ 3,037,920	\$ 3,049,220
	Professional corporation fees	175,800	177,000
	Registration and licensing fees	365,775	379,400
	Investment income (loss)	(37,988)	126,574
	External projects	31,766	252,485
	Miscellaneous	173,710	292,128
	Rental income	1,750	500
		\$ 3,748,733	\$ 4,277,307
Expenditures	Salaries and employee benefits	\$ 2,116,183	\$ 1,974,562
	Complaints and discipline	205,952	186,870
	Council and committees	103,517	207,808
	Occupancy	256,620	239,277
	Office and operational	755,881	868,837
	Amortization	271,760	288,063
		\$3,709,913	\$ 3,765,417
Excess of revenues over expenditures from operations		\$ 38,820	\$ 511,890
Use of excess revenue over expenditures from operations	Operational Contingency	\$ –	\$ 250,000
	Adjudication Tribunal Hearings	–	–
	College Infrastructure	–	–
	QA/QI Development	–	–
	Culturally Safe Health Care for Indigenous Patients in NL	12,431	95,267
Excess of revenues		\$ 26,389	\$ 166,623



2023-2028 Strategic Plan

In late 2022, the College initiated a refresh of the organization's strategic plan to determine the direction and key strategic drivers for the next three to five years.

The plan was developed on the foundation of the College's core ideology, which is to regulate the practice of medicine in the public's interest.

The new strategic plan was developed in conjunction with the Leadership team and Council, leveraging input from a range of partner organizations who work alongside the College in various capacities. An external consultancy, ethree Consulting, was engaged to support the process by gathering insight, assisting in developing the future vision, establishing strategic goals and finalizing the document.

As a result of this work, the Council and Leadership team have established a vision of where the organization will be in five years time. By 2028, the College will be:

1. Easy to work with
2. Collaborating widely with stakeholder organizations, physicians, and the public to resolve challenges
3. Innovating regulatory practices to fit an evolving landscape

These three strategic drivers will anchor the annual operational plan of the College. The Leadership team will implement the strategic plan and Council will monitor the plan's success.

The Council and Leadership team will meet to ensure alignment on the operational plan. They will actively monitor progress to make certain that the strategic directions remain relevant.

Activities may be amended or added to each annual operational plan as conditions change. In this way, the Strategic Plan and the associated annual operating plans will remain a dynamic tool creating value for the College, stakeholder organizations, physicians, and the public.

CPSNL Strategic Plan

2023-2028 Snapshot



The College's Purpose

Regulating the practice of medicine in the public interest.



This is achieved through the three key lines of business:



The College underpins its mission and lines of business with the core values:

Fairness • Quality of Service • Social Responsibility • Communication
Transparency • Innovation • Inclusion and Diversity

Future Vision

By 2028, the College will be:



Easy to work with



Collaborating widely with stakeholders* to resolve challenges



Innovating regulatory practices to fit an evolving landscape

What This Means

Exceptional Client Service

- 1 Providing information, education, and guidance on our processes to stakeholders*.
- 2 Ensuring policies and practices support equity, diversity, and inclusion.
- 3 Acknowledging the history and current realities of Indigenous communities.
- 4 Providing services to support navigating College processes.
- 5 Regular stakeholder* communication and consultation.

Engagement & Collaboration

- 1 Inclusive stakeholder* consultation and building strong relationships.
- 2 Regular and meaningful stakeholder* engagement.
- 3 Proactive data and insight sharing.
- 4 Collaborating to resolve industry challenges.
- 5 Communicating actions and improvements arising from feedback.

Regulatory Innovation

- 1 Proactive approach to industry trends and stakeholder* consultation.
- 2 Regular review of standards and regulations to ensure they are fit for purpose.
- 3 Exploring best practices and new approaches for the provincial context.
- 4 Developing solutions that balance national standards with provincial requirements and needs.

*Stakeholders include stakeholder organizations, physicians, and the public.

HOW CAN WE IMPROVE OUR ANNUAL REPORT?

Please email feedback and suggestions about the College's annual report to cpsnl@cpsnl.ca.

Looking Ahead

Launch
Compliment a Physician
initiative

Implement the
Atlantic Registry

Finalization of the
Medical Regulations,
2023

Complete and
operationalize
Strategic Plan
2023-2028

Implement new
licence types

Participate in the
development of a
National Registry of
Physicians

Approve and plan
for implementation
of new Data Management
System

Modify Contact Us
page at cpsnl.ca
as part of process
enhancement

Improve process for Medical Records requests	Add a Licensing Officer role to the team	Develop Public Engagement Strategy
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Finalize 2 draft Standards of Practice sent for consultation	Targeted early resolution of complaints	Development of a checklist to support physicians when closing their practice
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Expand Physician Peer Review Program	Quality Programs Strategic Planning Day	Add Communications Manager role to the team
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