

COLLEGE OF PHYSICIANS & SURGEONS OF NEWFOUNDLAND AND LABRADOR



2023 ANNUAL REPORT

2023 SNAPSHOT

Developed the
2023-2028
Strategic Plan

1,762
Physicians issued
annual licences

42%
Increase in licence
applications
received

466
Certificates of
Professional
Conduct issued

2
New licence types:
Clinical Assistant &
Associate

2
New licensure
pathways

109
Complaints
received

105
Complaints
files
closed

2
New Standards of
Practice

6
Revised Standards
of Practice

151
Quality
improvement
engagements

Launched
"Compliment a
Physician"
on cpsnl.ca

15
Physician
Peer Reviews
completed

30
Physician
compliments
received

Atlantic
Registry
launched
May 1, 2023

MOU with
NLMA for
Physician Care
Network

Improved
Closure of
Practice
process

Revised
"Contact Us"
on cpsnl.ca

Implemented
hybrid remote
work option for
staff

Launched
"For the
Public"
on cpsnl.ca

MANDATE, VISION & VALUES

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

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

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.

Two are ex officio members: the Registrar and Deputy Registrar, who are medical practitioners.

Seven are elected members who are licensed medical practitioners elected by their peers.

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 (NLMA).

Three of the six are public members and are not medical practitioners and 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.





Gail Hamilton
Council Chair



Dr. Tanis Adey
CEO & Registrar

A MESSAGE FROM THE COUNCIL CHAIR AND THE CEO & REGISTRAR

As we look back on the past year, we continue to see change in our philosophy, policy and practice in medical regulation as a result of knowledge gained during and after the global pandemic. At the heart of our work lies a commitment to collaboration, quality improvement, and safe, accessible, and quality medical care, all aimed at advancing our mandate and serving our community better. We are pleased to share with you the significant strides and accomplishments that have marked our journey towards achieving excellence and supporting innovation.

Our focus remains clear: to serve the public interest and to support our registrants to deliver safe and quality medical care. In 2023, we embarked on an ambitious path with our new strategic plan, one that was developed with significant input from our stakeholders.

Our investment in engagement resulted in three key themes: supportive, collaborative, and innovative. These pillars are the foundation of our strategic plan. Through the focused application of licensing guidelines, practice standards, and quality programming, as well as our commitment to equity, diversity, and inclusion, we will continue to uphold high standards of professionalism and integrity, so that the trust placed in us is never compromised.

We have continued to enhance our efforts with stakeholder engagement in building on the success of our strategic plan. We circulated our draft Standards of Practice for stakeholder consultation, encompassing virtual care, closing practice, prescribing, and medical records as our commitment to transparency, inclusivity, and responsiveness to stakeholder input. We expanded the public information available on our website to improve accessibility and comprehensiveness and to incorporate enhancements in registrant communications.

We collaborated with the Department of Health and Community Services to develop the *Medical Regulations, 2023*. These regulations enabled new routes to full and provisional licensure and supported the new licence types outlined in the Addendum to the *Medical Act, 2011*.

The Licencing and Registration Committee of Council advanced new licence types through policy development such as Acceptable Alternatives to

Certification Eligibility and Approved Jurisdiction Provisional to Full Licence.

With the introduction of two new licence types – Clinical Assistant and Associate – we have expanded our reach, empowering a broader spectrum of medical professionals to contribute to the delivery of safe and quality medical care in Newfoundland and Labrador (NL). The May 1, 2023, implementation of the Atlantic Registry, a collaboration of the Atlantic Medical Regulatory Authorities and Provincial Governments, was an innovative milestone to address current human health resource challenges. Through these initiatives, we have enhanced opportunities for medical professionals seeking licensure within our jurisdiction.

In line with our commitment to efficiency and innovation, we are pleased to announce the approval of a replacement Physician Registrant Management Database. This modernized system promises improved functionality and streamlined processes, empowering us to serve our constituents with greater efficiency and effectiveness.

In 2023, we were delighted to announce the signing of a Memorandum of Understanding (MOU) with the NLMA for the establishment of the Physician Care Network (PCN). Through this collaborative effort with the PCN, the College is taking a treatment and rehabilitation approach to physician health concerns and is advised by the PCN regarding a physician's fitness to work rather than the details of their personal health information. This underscores our commitment to support physicians to prioritize their health and well-being while they continue to provide safe and quality medical care.

Recognizing the evolving landscape of work in the wake of global shifts, we have embraced change by implementing a hybrid remote work option for our dedicated staff. This initiative not only highlights our commitment to fostering a healthy work-life balance but also reflects our adaptability in the face of unprecedented challenges.

Another initiative included engaging an external cyber security firm to assess the College's infrastructure and security controls, identify potential risks, and develop an incident response plan.

At the heart of our work lies a commitment to collaboration, quality improvement, and safe, accessible, and quality medical care, all aimed at advancing our mandate and serving our community better.

Looking ahead, we will see strategic planning days for our Licencing and Registration, and Professional Conduct departments aimed to align functioning with strategic goals.

Quality programming will see an examination of the peer assessment program (Physician Peer Review-NL) with a view to developing a sustainable program that will apply to all physicians.

We thank our College Council and staff for their tireless efforts during these times of challenge and change. And we thank you for your support and dedication to our shared vision. With your continued partnership, we will strive to ensure accessible, safe, and quality medical care for the people of Newfoundland and Labrador.

Gail Hamilton, Council Chair
Dr. Tanis Adey, CEO & Registrar

STRATEGIC PLAN 2023–2028

In January 2023, the College developed and completed its new strategic plan with significant input from stakeholder organizations and partners. With this strategic plan, the Council and leadership team have established a vision with three key goals for the next five years.

By 2028, the College will be:

- easy to work with,
- collaborating widely with physicians, stakeholder organizations, and the public to resolve challenges, and
- innovating regulatory practices to fit the evolving landscape of healthcare in NL.

The College believes these three strategic drivers anchor the annual operational plan of the College.

The College Council works with the leadership team to ensure alignment between the strategic plan and the operational plan. They actively monitor progress to make sure the strategic directions remain relevant.

The strategic plan and its associated annual operating plans are 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:

1
Licensing & Registration

2
Quality Assurance & Improvement

3
Professional Conduct

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.

Equity, Diversity, and Inclusion

In line with the College's Strategic Plan and the College's identified desire to provide exceptional client service through policies and procedures that support equity, diversity, and inclusion, the College Council, leadership, and staff participated in related activities in 2023.

In June 2023, the College Council Chair and leadership team members attended the Federation of Medical Regulatory Authorities of Canada (FMRAC) Annual Meeting and Educational Conference in Halifax. The conference theme focused on: *Access to Safe, Competent Care: What can regulators do?*

In December 2023, the College Council and leadership attended an education session titled "An Overview of the Requirements of Procedural Fairness and Human Rights Requirements in Administrative Processes and Decision-Making." Lawyer Angela Westmacott, KC, facilitated the session which helped the College Council and leadership gain an understanding of:



- (a) the statutory and common law requirements of procedural fairness in administrative processes and decision-making; and
- (b) the human rights requirements in administrative processes and decision-making.

The College Council and staff also completed an online course, *Respectful Workplace*, hosted by ethree Consulting.

Communicating the Work of the College

The College recognizes that effective communication with stakeholders is critical to the successful delivery of its mandate. In 2023, the College provided registrants and stakeholders with *Quarterly Updates* following each Council meeting.

The College also emailed *Notices to College Members* to registrants and stakeholders throughout the year. These *Notices* included important information on College activities, solicited input from registrants on changing Standards of Practice and Practice Guidelines, and provided specific direction to registrants on issues related to the practice of medicine.

In addition to sharing information through its *Updates* and *Notices*, the College responded to queries received via email, telephone, and regular mail.

In 2023, the College improved the website to ensure its relevance as a key tool in facilitating communications between the College, stakeholder organizations, physicians, and the public. The website 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.

The College sets the qualifications for registration and licensure in NL. It manages a rigorous licensing process and maintains a register of practicing physicians.

Our goal as a College is to create a comprehensive and efficient licensing process that ensures physicians who practice in this province have the knowledge, skills, and experience to deliver safe and quality medical care. In 2023, we continued to focus on implementing innovative improvements in all aspects of the licensing process.

All practicing physicians must hold a Licence to Practice Medicine in the province. In 2023, the College saw an increase in the number of licensed physicians who were eligible to deliver care in NL. This trend has carried over into 2024 with more physicians renewing their licence than the previous year.

Our work has benefited from expanding our collaborative relationships with the provincial government, other Colleges, and physicians themselves. This approach also aligns with the priorities outlined in the new strategic plan.

New Medical Regulations – The College worked with the Government of Newfoundland and Labrador to develop regulations to support the amendments to the *Medical Act, 2011*. The *Medical Regulations, 2023*, came into force on May 1, 2023. The new regulations and associated policies include:

- a. Establishing criteria for licensure through two new licence types: the Associate Licence and the Clinical Assistant Licence.
- b. New route to provisional licensure – Physicians who are trained and certified in an approved jurisdiction may be eligible to obtain provisional licensure without having to obtain eligibility from the College of Family Physicians of Canada or Royal College of Physicians and Surgeons of Canada.
- c. New route to full licensure – Physicians who meet the requirements for the Acceptable Alternatives to Certification Eligibility route may now become eligible for full licensure after

LICENSING PHYSICIANS

IN NEWFOUNDLAND & LABRADOR



demonstrating their competency through three years of oversight and assessment.

d. All learners enrolled in a postgraduate training program will now be licensed by the College. The licence will permit a learner to engage in training and the practice of medicine, under supervision and as permitted by their training program. The licence will also permit the learner to issue prescriptions and certificates, when authorized by their program.

Increased Effort and Workload – In 2023, the College responded to increased demand on the Licensing and Registration Department by enhancing staffing and capacity. Two additional employees joined the team to better meet the increase in applications received, implement new legislation and policies, reduce timelines for application completion, and align the team’s purpose with the strategic plan goals. This has led to decreased completion time for applications and significant

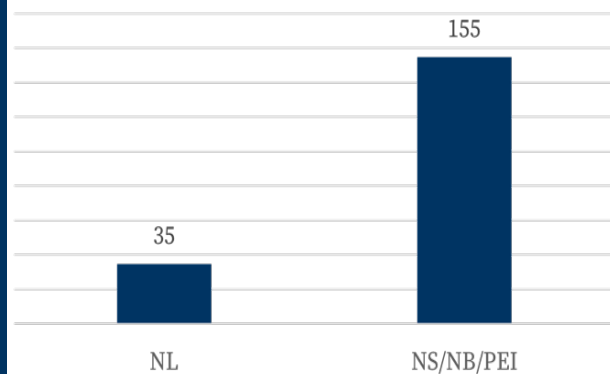
innovative policy development. There were seven Licensing Committee meetings in 2023 leading to 11 Licensing policies approved or updated.

Virtual Care – The College reflected on and adapted its standard of practice on virtual care. The College engaged with physicians, patients, and stakeholders across the healthcare system to ensure the standard reflected current practice issues, embodied the duties of medical professionalism, and was consistent with the College’s mandate to act in the public interest. The updated standard includes a requirement to offer in-person care as a part of the physician’s usual practice of medicine in NL or to have an arrangement which allows the patient the ability to access in-person care from another regulated healthcare provider. Physicians are also now required (in most circumstances) to hold a licence from the College to provide virtual care to patients in NL.

ATLANTIC REGISTRY

The Atlantic Registry allows for greater mobility of physicians in Atlantic Canada. Eligible physicians have been able to opt in since May 1, 2023. The four Atlantic provinces collaborated to create the Atlantic Registry to advance the spirit and intent of the Canadian Free Trade Agreement. To opt in to the Atlantic Registry, eligible physicians must have their primary practice in an Atlantic province, hold a Full Licence issued by one of the four Atlantic Colleges of Physicians and Surgeons, and meet other agreed upon criteria.

Physicians Licenced by CPSNL on the Atlantic Registry by Home Jurisdiction

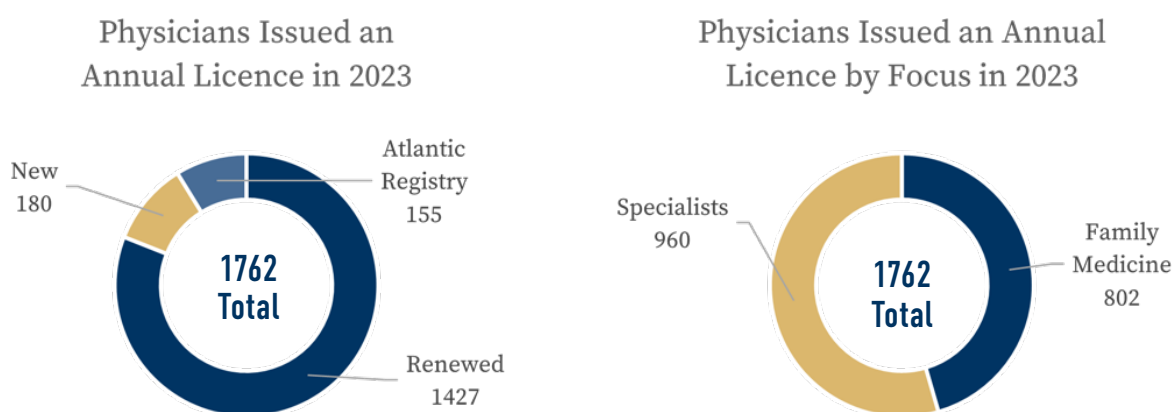


Physician Applications to the College



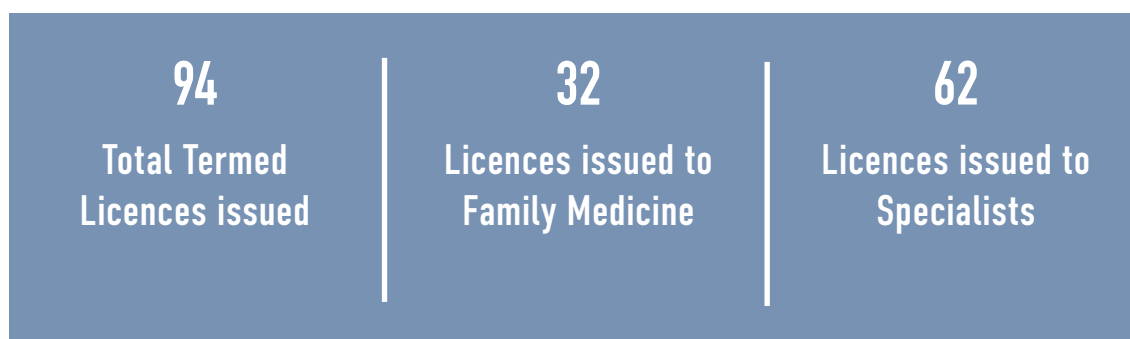
Physicians Issued Annual Licences

Note: The statistics below reflect the number of physicians issued an Annual Licence in 2023. This differs from previous Annual Reports which noted the number of licences issued.



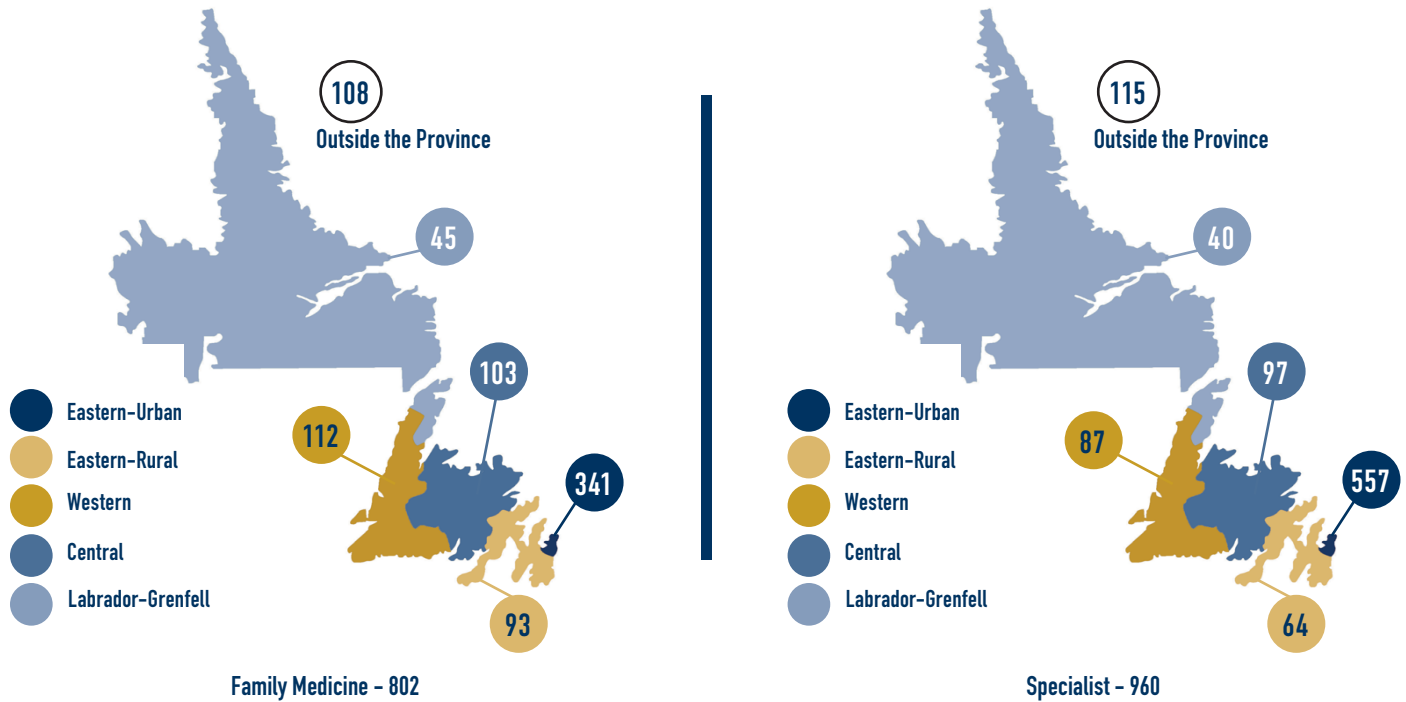
Physicians Issued Termed Licences by Focus

Termed Licence: Licences issued to a physician with a defined period lesser in duration than an Annual Licence.

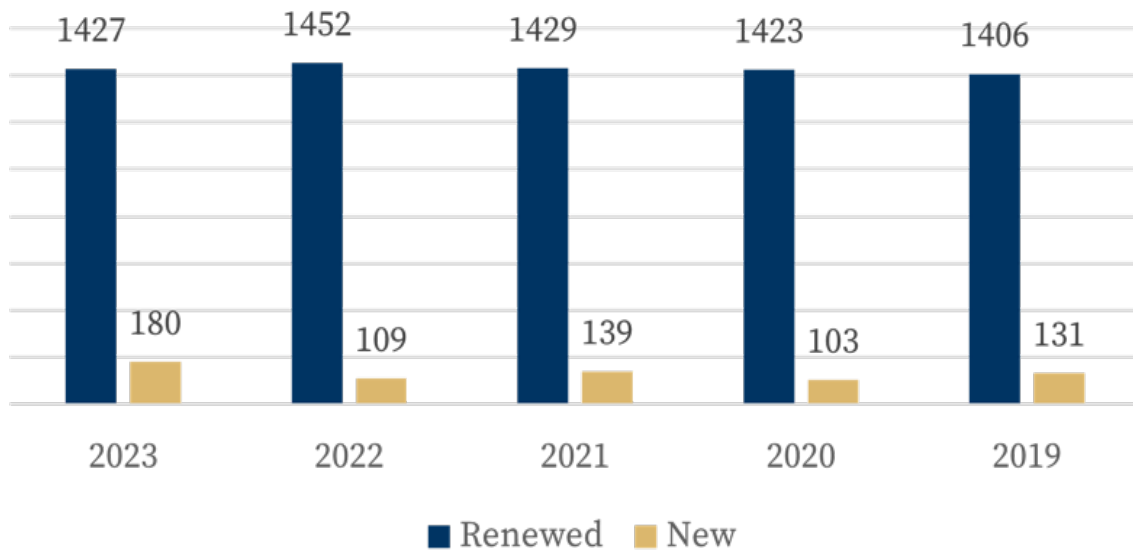


Physicians Issued Annual Licence By Focus and Primary Practice Address

1762 TOTAL LICENCES ISSUED IN 2023



Five Year Trend - Physicians Issued an Annual Licence



PROFESSIONAL CONDUCT

Handling Complaints – Provincial legislation requires the College to receive, assess, and address complaints about physician conduct. This is a critical component of our mandate. We track complaints-related activities and use the information collected to improve our workflow and to provide guidance to physicians in the delivery of quality care.

Work of the Complaints Authorization Committee – The Council's Complaints Authorization Committee (CAC) oversees the College's professional conduct work. In 2023, the CAC held 10 meetings where its work included reviewing complaints filed by members of the public, stakeholder organizations, and the Registrar, and making decisions on the identified issues of concern.

In 2023, an independent panel of physicians and members of the public appointed two Adjudication Tribunals to hear complaints referred from the CAC for disciplinary hearings.

Quality Improvement Focus Continues – In 2023, the College maintained its quality improvement focus to ensure our processes resolved the concerns of complainants in a timely and satisfactory manner while ensuring the physician was treated fairly.

The College continues to develop its Early Resolution process through policy changes and staff training. The Early Resolution process offers many benefits: it allows parties to reach a resolution on a file earlier and without the need for a full investigation and committee decision. Because the Early Resolution process relies on agreement, the complainant must be satisfied their concern has been addressed. In 2023, 34% of complaints were resolved using the Early Resolution process, an increase from 25% in 2022.

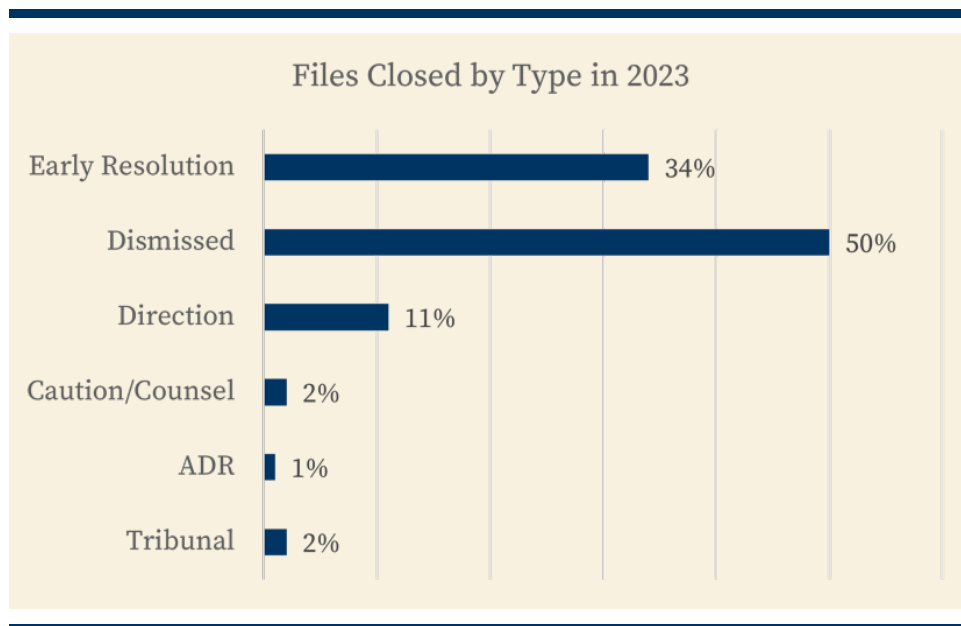
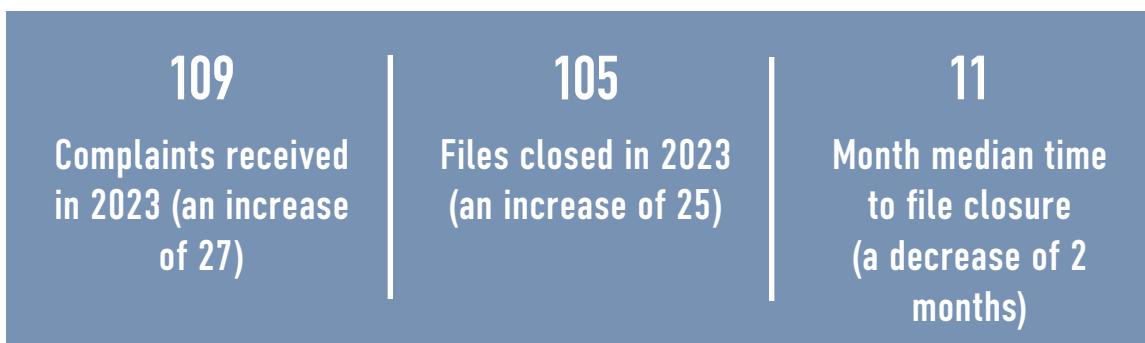


Improving Communications and Access – In 2023, the College added a *For the Public* section to the website. The website now includes a complaints process flowchart and new *What to Expect of Your Physician* and *What Your Physician Expects of You* pages.

We updated the *Filing a Complaint* page and Frequently Asked Questions (FAQs) on the Complaints Process (for the public). As well, we developed a new package of information to send physicians when the College receives a complaint,

including information on what to expect in the process and resources to access for legal assistance and wellness support.

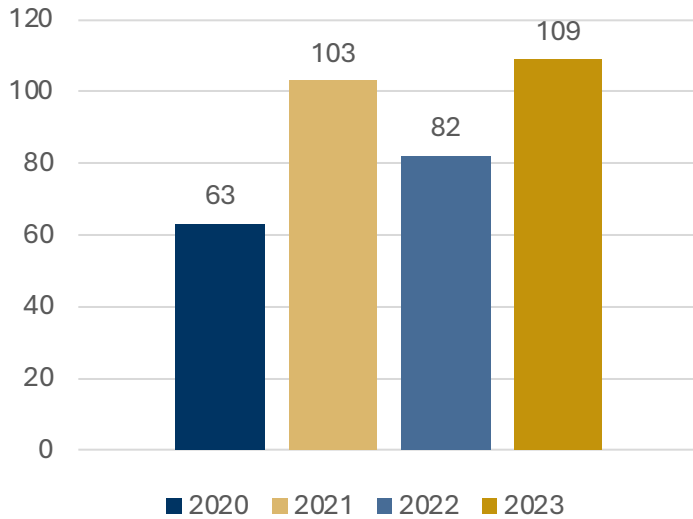
Compliment a Physician – An important highlight of 2023 was the launch of the College’s new *Compliment a Physician* initiative. It has resonated with the public and physicians appreciate receiving positive feedback on the care they provide to their patients.



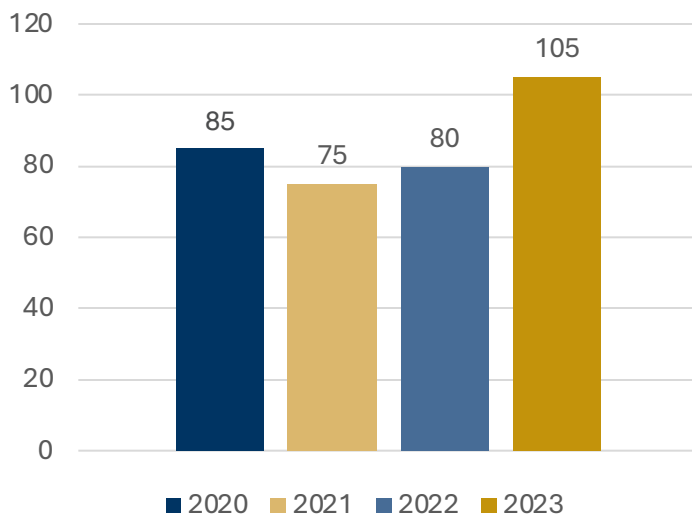
ADR - Alternative Dispute Resolution

PROFESSIONAL CONDUCT SNAPSHOT

Complaints Filed by Year



Files Closed by Year



Practice Standards and Guidelines

6 Revised Standards of Practice

- Conflict of Interest
- Medical Assistance in Dying
- Medical/Surgical Procedures in Private Medical Facilities
- Prescribing & Dispensing of Medications
- Virtual Care
- Withdrawal of Physician Services During Job Action

2 New Standards of Practice

- Closing or Taking Leave from a Medical Practice
- Medical Records Documentation & Management

1 Revised Guideline

- Physician Use of Social Media

4 Standards of Practice Sent for Consultation

- Closure of Medical Practice and Extended Leave from Practice
- Medical Records Documentation & Management
- Prescribing & Dispensing of Medications
- Virtual Care

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

Increasingly, the College has been consulting the public, College registrants, and stakeholder organizations on proposed new and amended Standards of Practice (in draft) to hear their perspectives on the changes and to assess whether additional changes are needed.

Where beneficial, the College also includes FAQ documents on selected standards of practice to provide physicians with general advice to support their understanding of the expectations set out in a College Standard of Practice.

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

Supporting Quality to Ensure Patient Safety

The College supports physicians in the delivery of safe, effective, and ethical care. The Quality Department is responsible for developing and delivering quality assurance and quality improvement programming designed to ensure physicians understand and follow the standards of practice and behaviour expected by the profession as outlined by the College and its legislation.

In 2023, the Quality Assurance Committee (QAC) oversaw 15 active cases and approved an updated

Memorandum of Understanding (MOU) with the NLMA regarding the Physician Care Network.

The College's Physician Peer Review Program (PPR-NL) has been certified by the College of Family Physicians of Canada for up to 27 Mainpro+ credits. Physicians who have completed, or will complete, the PPR-NL Program will be issued a certificate of completion.

QUALITY ASSURANCE

12

Case
management
files opened

7

Case
management
files closed

QUALITY IMPROVEMENT

51

PPR-NL
reviews
completed

27

Mainpro+
credits for
PPR-NL
completion

MANAGING COLLEGE RESOURCES



Fiscal Oversight –The Finance, Audit, and Risk Committee met five times throughout 2023 to continue its work on the fiscal management of the College, as well as to provide oversight of broad operational items.

The financial information presented on the following pages is in summary form. Full audited statements are available on request following their presentation at the College’s Annual General Meeting.

In early 2023, the College issued a Call for Proposals for an independent firm to conduct the annual financial statement audit for a period of five years, beginning with the fiscal year ending December 31, 2023. College members appointed Noseworthy Chapman Chartered Professional Accountants at the Annual General Meeting of the College in June 2023.

Finding Efficiencies – In 2023, the College:

- Expanded use of virtual meetings for Committees of Council, Discipline Tribunal Hearings, and other national initiatives,
- Moved to a new phone system with improved functionality for both remote and in-office work, while also providing annual cost savings, and
- Selected a new physician registrant management database to replace the existing database, after an extensive analysis was conducted in 2023. The new database will improve automation, communication, and registrant portal functionality, as well as provide operational cost savings.

Cyber Security – The College places a high priority on safeguarding the data it collects and holds. In 2023, the College commenced a comprehensive external cyber security review of its processes, policies, and technology.

SUMMARIZED STATEMENT OF FINANCIAL POSITION AS OF DECEMBER 31, 2023

		2023	2022
ASSETS	Cash and cash equivalents	\$ 6,495,865	\$ 5,126,171
	Accounts receivable	58,933	58,610
	Equipment and leasehold improvements	856,139	1,044,093
	Investment	2,595,583	2,397,745
		\$ 10,006,520	\$ 8,626,619
LIABILITIES	Accounts payable	\$242,814	\$207,037
	Deferred income	3,637,253	2,930,314
	Deferred lease inducements	24,064	32,081
		\$3,904,131	\$3,169,432
NET ASSETS	Invested in capital assets	\$838,253	\$1,020,247
	Unrestricted and internally restricted	5,264,136	4,436,940
		\$6,102,389	\$5,457,187
		\$ 10,006,520	\$ 8,626,619

SUMMARIZED STATEMENT OF REVENUES & EXPENDITURES AS OF DECEMBER 31, 2023

		2023	2022
REVENUES	Annual fees	\$ 3,280,600	\$ 2,953,820
	Professional corporation fees	169,700	175,800
	Educational register fees	126,850	121,600
	Registration & licensing fees	473,850	328,275
	Investment income	144,880	(37,988)
	External projects	49,685	31,766
	Miscellaneous	339,664	173,710
	Rental income	4,550	1,750
		\$4,589,799	\$3,748,733
EXPENDITURES	Salaries and employee benefits	\$ 2,289,800	\$ 2,116,183
	Complaints and discipline	82,581	120,693
	Quality assurance	62,104	37,603
	Council and committees	185,957	213,059
	Occupancy	253,268	256,620
	Office and operational	767,303	693,995
	Amortization	262,074	271,760
	External projects	41,490	-
		\$3,944,577	\$3,709,913
EXCESS OF REVENUES OVER EXPENDITURES FROM OPERATIONS		\$645,202	\$38,820
USE OF EXCESS REVENUE OVER EXPENDITURES FROM OPERATIONS	Operational contingency	\$100,000	-
	Adjudication Tribunal Hearings	200,000	-
	College infrastructure	100,000	-
	QA/QI development	200,000	-
	Providing Culturally Safe Health	-	\$12,431
	Care for Indigenous Patients in NL		
EXCESS OF REVENUES		\$ 45,202	\$26,389

NOTE: The excess of revenue over expenditures (2023) will assist the College in providing resources for the future for the Operational Contingency Fund, the Adjudication Tribunal Hearings Fund, the College Infrastructure Fund, and the QA/QI Development Fund.

The College Council

Appointed Members



Ms. Gail Hamilton
CHAIR & PUBLIC
REPRESENTATIVE



Mr. Allan Bradley
PUBLIC
REPRESENTATIVE



Dr. Tony Gabriel
NLMA
REPRESENTATIVE

Mr. Dave Dove
PUBLIC
REPRESENTATIVE

Elected Members



Dr. Robert Forsey
REMAINDER OF
THE PROVINCE



Dr. Lynn Dwyer
ST. JOHN'S/MOUNT PEARL



Dr. Dianne Keating Power
ST. JOHN'S/MOUNT PEARL



Dr. Kara Laing
ST. JOHN'S/MOUNT PEARL



Dr. Natasha Pardy
ST. JOHN'S/MOUNT PEARL



Dr. Tracey Wentzell
REMAINDER OF
THE PROVINCE

NON-VOTING MEMBERS

Dr. Tanis Adey
CEO & REGISTRAR

Dr. Oscar Howell
DEPUTY REGISTRAR

COMMITTEES OF COUNCIL

"The Council may appoint committees and establish the duties and responsibilities of the committees."
Medical Act, 2011

COMPLAINTS AUTHORIZATION COMMITTEE

Chair: Dr. Oscar Howell
Vice: Mr. Allan Bradley
Dr. Lynn Dwyer
Dr. Robert Forsey
Dr. Tony Gabriel
Ms. Gail Hamilton
Dr. Kara Laing

GOVERNANCE COMMITTEE

Chair: Ms. Gail Hamilton
Mr. Allan Bradley
Dr. Robert Forsey
Dr. Dianne Keating Power
Dr. Kara Laing
Dr. Natasha Pardy

FINANCE, AUDIT & RISK COMMITTEE

Chair: Ms. Gail Hamilton
Mr. Dave Dove
Dr. Tony Gabriel
Dr. Kara Laing
Dr. Tracey Wentzell

LICENSING & REGISTRATION COMMITTEE

Chair: Ms. Gail Hamilton
Mr. Dave Dove
Dr. Robert Forsey
Dr. Tony Gabriel
Dr. Dianne Keating Power
Dr. Tracey Wentzell

PUBLIC ENGAGEMENT COMMITTEE

Chair: Mr. Allan Bradley
Mr. Dave Dove
Dr. Lynn Dwyer
Ms. Gail Hamilton
Dr. Tracey Wentzell

QUALITY ASSURANCE COMMITTEE

Chair: Dr. Oscar Howell
Vice: Mr. Dave Dove
Mr. Allan Bradley
Dr. Dianne Keating Power
Dr. Natasha Pardy
Dr. Tracey Wentzell

AUDITORS

Noseworthy Chapman

2024 BRINGS A CHANGE IN LEADERSHIP

This year we will also see a change in leadership with Dr. Oscar Howell, who is stepping down from the Deputy Registrar position. We thank Dr. Howell for his dedication, hard work, and leadership during his successful tenure with the College. We have no doubt his contributions will be instrumental in shaping our collective success as we move towards the future and we are pleased that he will continue to be part of the College team as a medical advisor.

We are very pleased to welcome Dr. David Carroll as our new Deputy Registrar, starting June 10, 2024. Dr. Carroll is currently the Senior Medical Director of Central Zone, NL Health Services. Dr. Carroll will add a wealth of experience in strategizing, leadership, and capacity building to the team.



Dr. Oscar Howell
DEPUTY REGISTRAR

COLLEGE LEADERSHIP TEAM



Dr. Tanis Adey
CEO & REGISTRAR



Dr. Oscar Howell
DEPUTY REGISTRAR



Jamie Osmond
ASSOCIATE REGISTRAR
DIRECTOR OF OPERATIONS



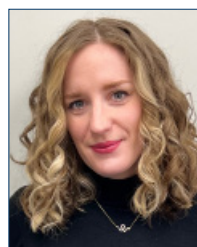
Elyse Bruce
CORPORATE COUNSEL
DIRECTOR OF
PROFESSIONAL CONDUCT

LICENSING & REGISTRATION

COLLEGE STAFF*



Tanya Drover
LICENSING OFFICER-
REGISTRATION



Kate MacDonald
LICENSING OFFICER-
POLICY



Andrea Somerton
LICENSING
COORDINATOR



Erica Shea
LICENSING
COORDINATOR

COMPLAINTS & POLICY



Rebecca Lethbridge
CLINICAL
INVESTIGATOR, POLICY
COORDINATOR



Darlene Manning
PROFESSIONAL
CONDUCT
COORDINATOR



Clinton Lee
DIRECTOR OF FINANCE
& ADMINISTRATION



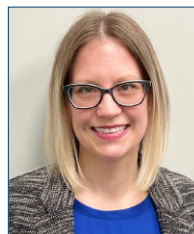
Natasha Denty
FINANCE &
ADMINISTRATION
OFFICER

FINANCE & OPERATIONS

QUALITY



Stephanie Mullins
QUALITY PROGRAMS
COORDINATOR



April Bixby
COMPLIANCE
OFFICER

OFFICE OF THE REGISTRAR

Susan Casey
EXECUTIVE ASSISTANT
TO THE REGISTRARS

* As of December 2023

LOOKING AHEAD 2024

**Issue Clinical
Assistant &
Associate
Licences**

**Improve
attempts to
mediate patient
concerns**

**Welcome
new Deputy
Registrar**

**Complete external
compensation and
benefits review for
College staff**

**Implement
new Physician
Registrant
Management
Database**

**Enhance auditing
for compliance
with CPSNL
policies**

**Develop new
Standard of
Practice on
Collaborative
Care**

**Strengthen
clinical
assessment
opportunities**



Enhance
licensing
transparency on
cpsnl.ca

Collaborate with
NL physician
recruitment
teams

Train staff
in conflict
resolution
& difficult
conversations

Cyber security
assessment
& incident
response plan

Collaborate
on legislative
requirements for
the Fair Registration
Practices Act

Develop FAQs for
new Standard
of Practice on
Medical Records &
Documentation

Professional
Conduct Strategic
Planning Day

Update Standard
of Practice on
Establishing &
Ending Physician-
Patient Relationship

Licensing &
Registration
Strategic Planning
Day



HOW CAN WE IMPROVE OUR ANNUAL REPORT?

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

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Praxis Communications & CPSNL

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G. Hamilton and Leadership Team by Jane
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P1 Ricardo Ginevri

P4 Aaron Burden

P6 Daria Nepriakhina

P7 Nappy

P11 etactics

P16 Jakub Zerdzicki

P22 Dennis Mita