



2025 Annual Report

College of Physicians & Surgeons of
Newfoundland and Labrador

About

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

It is governed by a 16-member Council which includes the Registrar and Deputy Registrar, who are both medical practitioners and serve as ex-officio members. Seven members are licensed medical practitioners or physician assistants elected by their peers, with geographic distribution across the five health regions. Of the remaining seven appointed members, three are public members and are not medical practitioners or physician assistants (one appointed by the Minister of Health and Community Services (the Minister) and two appointed by Council); one is appointed by the Minister from a list submitted by the Faculty of Medicine of Memorial University; two medical practitioners are appointed by the Minister from nominees submitted by the Newfoundland and Labrador Medical Association; and one postgraduate medical trainee is appointed by the Minister from nominees submitted by the Professional Association of Residents of Newfoundland and Labrador.

CPSNL fulfills its mission by:

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

Core Values:

- Fairness
- Quality of Service
- Innovation
- Social Responsibility
- Communication
- Transparency
- Inclusion & Diversity

History

Medical regulation in Newfoundland and Labrador began in 1893, when the Newfoundland Medical Board was established by the Legislative Council and House of Assembly of the Colony of Newfoundland. From the outset, the Board was empowered to “make and enforce measures necessary for the regulation and practice of medicine, and the protection and preservation of life and health.”

More than a century later, the *Medical Act, 2005*, continued the Newfoundland Medical Board under a modern name, the College of Physicians and Surgeons of Newfoundland and Labrador, aligning with other medical licensing authorities in Canada and updating the legislative framework for governance and public protection. CPSNL is now governed by the *Medical Act, 2011*, and *Medical Regulations, 2023*.

Table of Contents

CPSNL Strategic Plan 2023-2028	2
2025 Snapshot	3
Message from the Council Chair and CEO & Registrar	4
Equity, Diversity, & Inclusion	6
Licensing & Registration	7
Quality	14
Professional Conduct	16
Standards & Guidelines	19
Communications & Public Engagement	21
CPSNL Resources	22
Financial Position	23
Revenues & Expenditures	24
CPSNL Council	25
Leadership & Committees	26
Looking Ahead	27

Land Acknowledgement

The College of Physicians and Surgeons of Newfoundland and Labrador respectfully acknowledges the Province of Newfoundland and Labrador as the ancestral homeland of different populations of Indigenous Peoples including the Beothuk who have contributed to 9000 years of its human history and cultures. Today, this province is home to several Indigenous Peoples, and we acknowledge, with respect, the Mi'kmaq, Innu, and Inuit and their histories.

-Courtesy of the Government of Newfoundland and Labrador

CPSNL Strategic Plan

2023-2028 Snapshot



What We Do



1. Licensing & Registration



2. Professional Conduct



3. Quality Assurance & Improvement

Regulating the practice of medicine in the public interest.

Core Values

- Fairness
- Quality of Service
- Innovation
- Social Responsibility
- Communication
- Transparency
- Inclusion & Diversity

By 2028, CPSNL 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

- Providing information, education, and guidance on our processes to stakeholders
- Ensuring policies and practices support equity, diversity and inclusion
- Acknowledging the history and current realities of Indigenous communities
- Providing services to support navigating CPSNL processes
- Regular stakeholder communications and consultation



Engagement and Collaboration

- Inclusive stakeholder consultation and building strong relationships
- Regular and meaningful stakeholder engagement
- Proactive data and insight sharing
- Collaborating to resolve industry challenges
- Communicating actions and improvements arising from feedback



Regulatory Innovation

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

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

2025 Snapshot

2,224
Registrants
Issued a Licence

381
Registrants
Issued a Licence
via the
Atlantic Registry

7
Registrants
Issued a
Clinical Assistant
Licence

56
Registrants
Issued a
Termed Licence

9
New or Amended
Licensing
Policies

3.4
Day Average for
Communicated
Decision on a
Completed
Application

107
Practice
Closures

106
Medical Records
Inquiries

132
Registrants
in Oversight
Programs

503
Certificates of
Professional
Conduct
Issued

7
Quality
Assurance
Files Closed

2
Amended
Standards of
Practice

1
Practice Guideline
on Artificial
Intelligence

7
Quality Assurance
Files Opened

2
New
Full-Time
Staff Members

2
Privacy Training
Sessions

110
Complaints
Opened

85
Complaints
Closed

30
Complaints
Resolved
by Early
Resolution

12
Months
Median
Timeline to
Complaints
Resolution

A Message from the Council Chair and CEO & Registrar



Ms. Gail Hamilton
Council Chair
FCPA, FCA, ICD.D



Dr. Tanis Adey
CEO & Registrar
MD, MMed, FRCPC,
CCPE, ICD.D

In 2025, the College of Physicians and Surgeons of Newfoundland and Labrador (CPSNL) remained steadfast in its mandate to regulate the practice of medicine in the public interest. In response to the ongoing human health resource crisis, we continued to focus on streamlining pathways to licensure and collaborating with partners so the people of Newfoundland and Labrador (NL) have access to safe, quality medical care. Underpinning this work are regulatory practices that are accountable and worthy of public trust. Our work is guided by CPSNL's Strategic Plan and its three core pillars, which are embedded throughout the organization: being easy to work with, collaborating widely with stakeholders, and innovating regulatory practices.

We continued embedding equity, diversity and inclusion (EDI) into our operations and decision-making. All staff and Council members attended an education session on trauma-informed regulation, an approach that supports EDI by recognizing how past harm and systemic barriers can shape how individuals experience regulatory oversight. CPSNL aims to strengthen trust by prioritizing plain-language communication, supporting people in navigating our processes, and applying procedures consistently.

The Licensing & Registration team completed another very busy year, licensing 2,224 Registrants, an increase of 9.2% compared to 2024. The team also advanced policy development by adding four new licensing policies and amending an additional five to reflect an evolving licensing landscape. This year also marked an important milestone with the introduction of the regulation of Physician

Assistants as a new class of licensure. Physician Assistants act as physician extenders, supporting a collaborative, team-based model of care. Implementation of the *Fair Registration Practices Act* resulted in changes to our processes and materials to support streamlined licensure and reinforced our commitment to registration practices that are transparent, timely, and fair.

Our commitment to supporting internationally trained physicians (ITPs) continues. In 2025, CPSNL applied for and received funding from the Department of Jobs, Immigration and Growth (now Jobs, Growth and Rural Development) to evaluate the need for an orientation program for ITPs who are new to the Newfoundland and Labrador healthcare system. The outcomes of the evaluation confirmed the need to continue the development and delivery of a provincial scale program. CPSNL is leading the multistakeholder advisory committee to develop this program.

Support of physician wellness remains a priority for CPSNL, and the Newfoundland and Labrador Medical Association's Physician Care Network was featured prominently on our website and in Registrant communications. This important collaborative initiative helps physicians access timely supports and improve the overall capacity of the healthcare system.

In response to an evolving digital landscape, CPSNL strengthened governance by introducing a new Practice Guideline on Artificial Intelligence (AI) that supports Registrants in using emerging technology responsibly, and we developed internal AI policies to guide our own use of these tools.

During 2025, the Professional Conduct team advanced several initiatives to strengthen processes and improve the experience for those navigating the complaints system. Communication materials were updated and a Professional Conduct Navigator with a background in Social Work joined the team to help guide both Complainants and Registrants through the Professional Conduct processes.

To support the growing needs in privacy and cybersecurity, the Corporate Services Team added an Information Management and Data Analytics Lead to the team. This position is key to strengthening how information is managed and protected, and to support data-informed decision-making. We completed an external privacy review and are implementing its recommendations. We also continued our participation in the development of the National Registry of Physicians, an innovative database

hosted by the Medical Council of Canada that aims to modernize licensing processes and facilitate physician mobility across Canada. Looking ahead to 2026, we will continue to implement our Strategic Plan by pursuing opportunities to further streamline the licensing process, enhance quality programming, and expand public engagement. We remain committed to collaborating with our stakeholders to address systemic and human health resource challenges.

None of this progress would be possible without the dedication of our Registrants, Council, partner organizations, the public, and our staff. We are grateful to each for their contributions, from upholding patient care and governance to fostering collaboration and public trust. Together, we look forward to building on this momentum in the year ahead.

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



Equity, Diversity, & Inclusion

Trauma-Informed Regulation Training

In 2025, CPSNL maintained its commitment to equity, diversity, and inclusion. As part of this work, staff and Council members attended an education session on Trauma-Informed Regulation. Trauma-informed regulation supports inclusion, diversity, equity, and accessibility by recognizing that past harm and systemic barriers can shape how individuals experience regulatory oversight.

Plain-Language Communication

By prioritizing the use of plain-language communication, offering accessible pathways to communicate, and applying procedures consistently, CPSNL aims to reduce unintended barriers and strengthen trust.

Broad Representation

CPSNL continued to use a skills and diversity survey to assess Council's collective strengths and identify opportunities to enhance representation. Changes to the *Medical Act, 2011*, also supported the continued evolution of Council's composition, helping to strengthen geographic representation across the province and support more inclusive decision-making.

Building on the progress made to date, we are committed to advancing our equity, diversity, and inclusion efforts, and furthering integration into our frameworks, organizational planning, and reporting.



Licensing & Registration

2,224
Registrants
Issued a
Licence
+9.2% YoY¹

The year-over-year trend of growth in Registrants licensed and renewed continued in 2025 with 2,224 Registrants issued a licence, building on the all-time high volume from 2024. CPSNL also experienced an increase in application volume. This sustained growth has placed increased demands on staff and resources.

9
New or Revised
Licensing Policies

The Licensing & Registration team continued to refine licensing processes to be comprehensive, efficient, defensible, and transparent, supported by the approval of nine new or revised licensing policies. The team improved data collection and reporting through the development of a detailed Licensing and Registration reporting framework, strengthening evidence-based policy development and proactive stakeholder engagement.

**Temporary Full
Licence**

A Temporary Full Licence Policy was approved to facilitate expedited short-term licensure for Registrants already licensed in other Canadian jurisdictions, including coverage for special events.

**Improved Learner
Registration
Processes**

In 2025, CPSNL introduced an Internal Appeals Policy and process that allows applicants deemed ineligible to have their decision reviewed by a delegate appointed by CPSNL. The team also aligned its policies and processes with the *Fair Registration Practices Act*.

The Registrant management system (Alinity) saw significant enhancements, resulting in more efficient and user-friendly annual renewals.

¹YoY - Year over year change, a metric used to compare data from the referenced year to the same period in the previous year

26
Registrants
Issued a Licence
via RCPSC PER²
Policy
+271% YoY¹

43
Registrants
Transitioned from
a Provisional
Licence to a Full
Licence
+115% YoY¹

19
Registrants
Issued a Licence
via Acceptable
Alternatives to
Certification
Policy
+171% YoY¹



New Licence Type - Physician Assistant

CPSNL began regulating a new profession in 2025 - Physician Assistants. Physician Assistants (PAs) act as physician extenders, supporting a collaborative team-based model of care. Under the *Medical Act, 2011*, PAs use their knowledge and skills to assist a supervising physician in the practice of medicine, helping improve access to services and support timely assessment and treatment. The Physician Assistant licence type was introduced in legislation and offered for the first time in 2025.

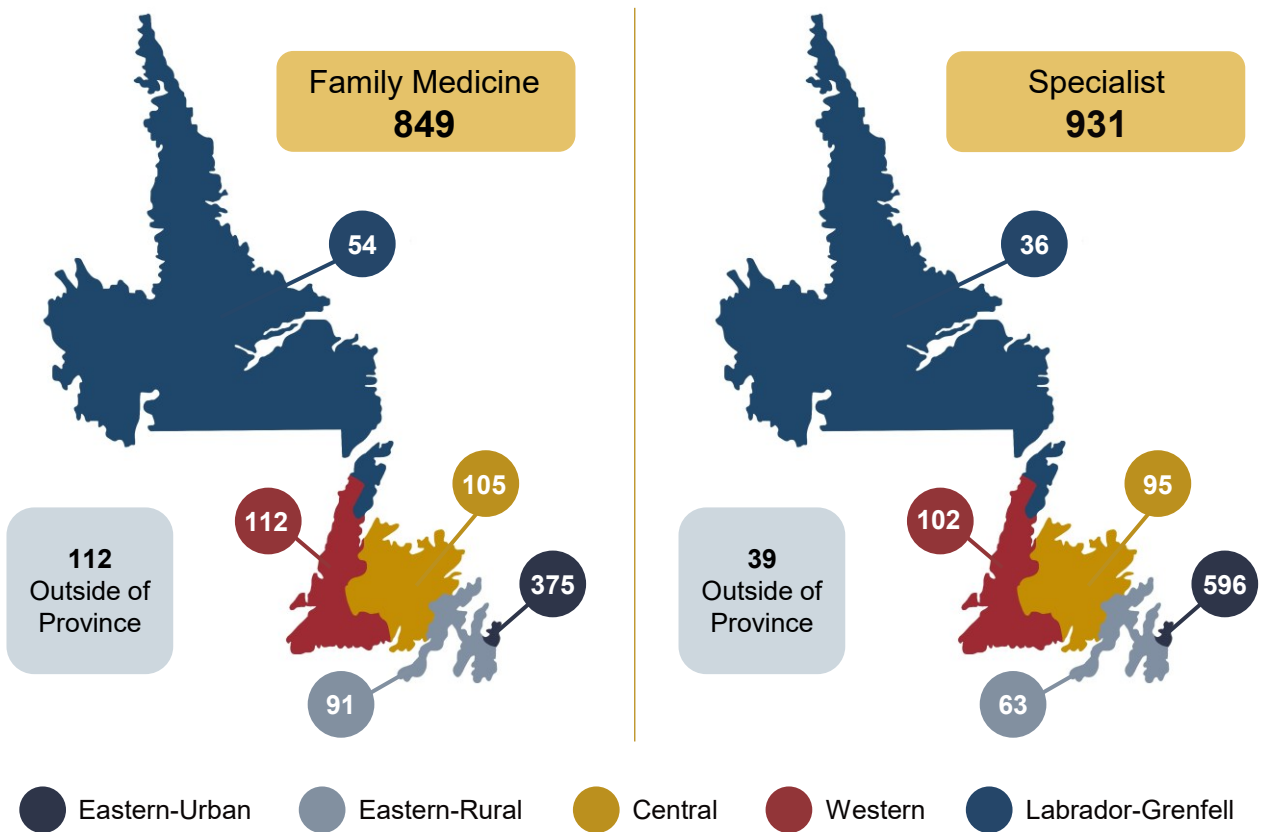
Physician Assistants do not practice independently. PAs must work under the supervision of a supervising physician and within the limits of their education, experience, and any licence conditions. Physician Assistants are also included in the CPSNL's continuing professional development, quality assurance, and professional conduct processes, supporting public confidence and patient safety.

¹YoY - Year over year change, a metric used to compare data from the referenced year to the same period in the previous year

²Royal College of Physicians and Surgeons of Canada Practice Eligibility Route

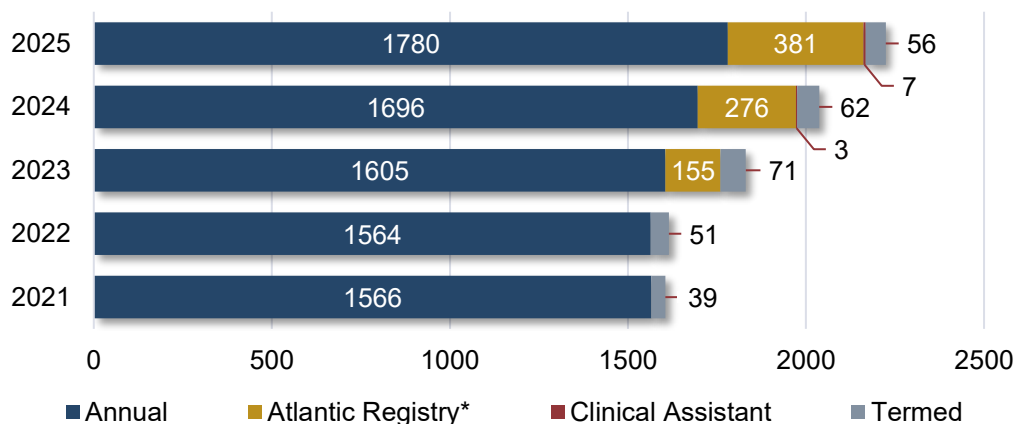
Registrants Issued an Annual Licence

By Focus & Primary Practice Area¹



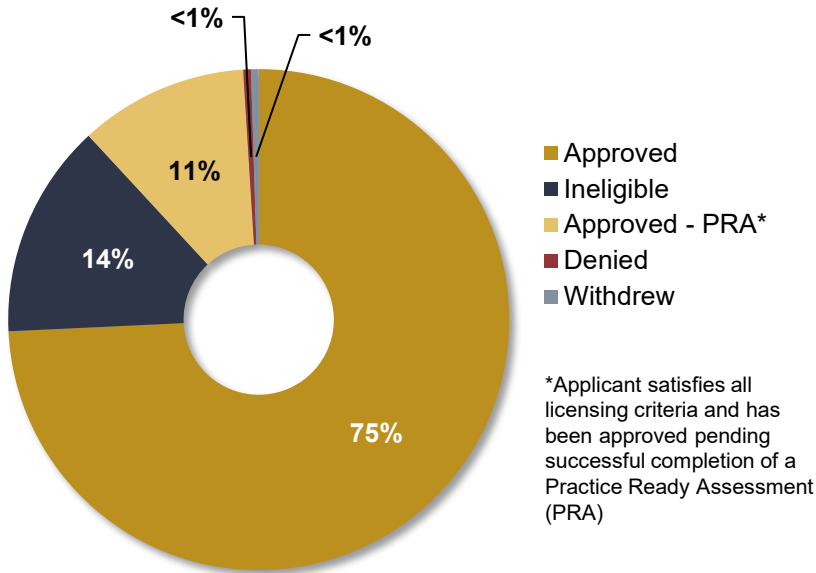
¹Does not include Atlantic Registry, Clinical Assistants, or Termed Licences

Five Year Trend – Registrants Licensed



*The Atlantic Registry began in 2023

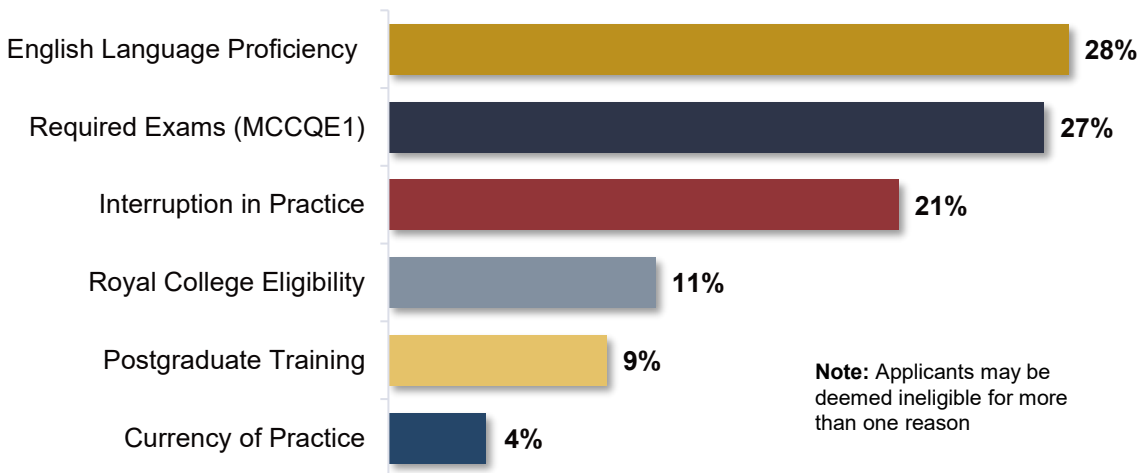
Application Assessment Outcomes



3.4
Day Average for
Communicated
Decision on
Completed
Application

75%
Applications
Approved

Application Ineligibility Drivers



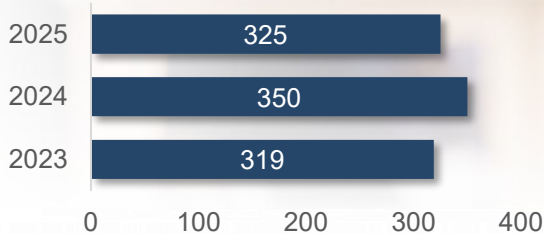
Postgraduate Training Licences

Postgraduate learners enrolled in a residency training program at Memorial University are issued a Postgraduate Training Program Licence which requires renewal on an annual basis.

Additionally, postgraduate learners may avail of an On-Call Duties Licence or Provisional Postgraduate Licence - Specialty Locum to support care needs while enrolled in a post-graduate training program.



Residents Issued a Postgraduate Training Licence



CPSNL Policy Development

The Licensing & Registration Committee continues to advance policy development. Significant work has been completed to recognize the training of Registrants trained in other jurisdictions and to reflect the ever-changing licensing landscape including:

4 New Licensing Policies

- Temporary Full Licence
- American Board-Certified Physicians - Full Licence
- Internal Appeal
- Physician Assistant Licence

5 Amended Licensing Policies

- English Language Proficiency
- Currency of Practice
- Provisional Licence – Family Medicine
- Non-Practicing Status
- Continuing Professional Development



Scan the QR Code with your mobile device to view a complete list of Licensing Policies

Licensing Policy Highlights

Temporary Full Licence

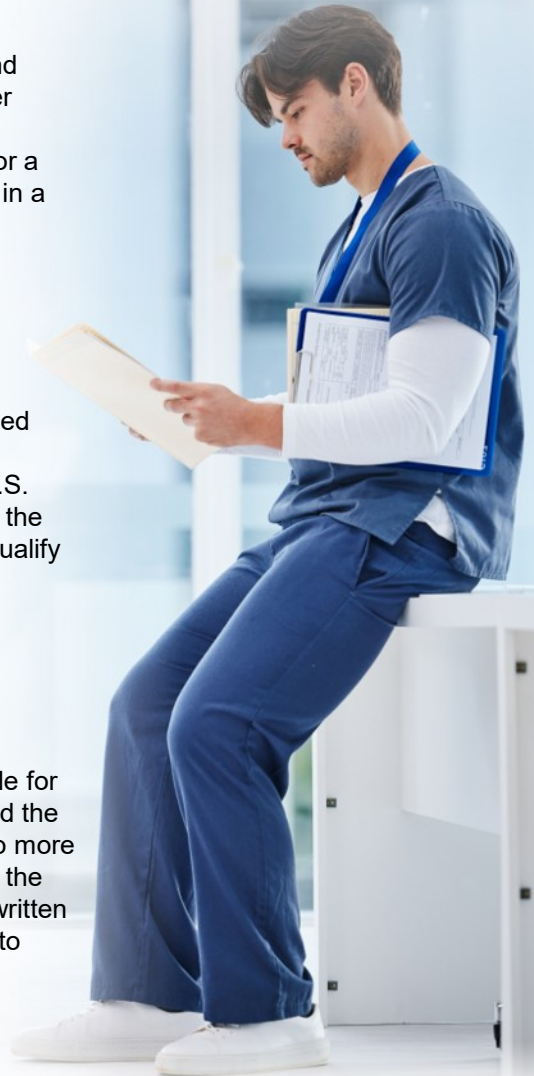
Applicants who hold a Full and unrestricted licence in another Canadian jurisdiction may be issued a licence by CPSNL for a period no more than 90 days in a licensing year through this expedited route.

American Board Certified Physicians Full Licence

Applicants who have completed ACGME¹-accredited U.S. postgraduate training, hold U.S. Board Certification, and have the LMCC² (or equivalent) may qualify for a Full Licence to Practice Medicine.

English Language Proficiency

Applicants may now be eligible for licensure if they have obtained the required minimum score in no more than two combined sittings of the same English language test written within 24 months of applying to CPSNL.



¹ACGME: Accreditation Council for Graduate Medical Education

²LMCC: Licentiate of the Medical Council of Canada

Virtual Care - Licensing & Out-of-Province Exemption

Under the CPSNL Virtual Care Standard of Practice, physicians providing virtual care in NL must meet the same licensing standards as in-person practice. An out-of-province exemption allows physicians to deliver virtual care for up to 90 days per calendar year without a CPSNL licence, provided they hold a full licence (or equivalent) in another Canadian province or territory.

Additionally, physicians must practice within the scope permitted by their home jurisdiction, must carry professional liability insurance (e.g., CMPA), must not have outstanding disciplinary matters in any jurisdiction, and are not physically located in NL while providing care. Physicians must still use clinical judgment to determine appropriateness, obtain informed consent, confirm patient identity and location, and ensure continuity of care.



Scan the QR Code with your mobile device to learn more about Licensing Exemptions

Supporting Internationally Trained Physicians

In 2025, CPSNL requested and was granted funding from the Department of Jobs, Immigration and Growth (now Jobs, Growth and Rural Development) to evaluate the need for a multistakeholder orientation program for Internationally Trained Physicians new to the Newfoundland and Labrador healthcare system.

CPSNL completed the assessment and determined that a multistakeholder orientation program would be beneficial. CPSNL is now leading the development of the second phase of this work, hosting Advisory Committee meetings and working towards securing funding for the orientation program implementation.



Quality

CPSNL's Quality Department supports Registrants in the delivery of safe, high-quality care. Quality assurance remained central to CPSNL's mandate in 2025, and the team continued to take a holistic approach to Registrants wellness and regulatory oversight.

As part of our legislated mandate, CPSNL awarded a contract to inform the development of a new peer assessment program to strengthen quality assessment. The new program, which is targeted for development in 2026, will aim to provide a resource-efficient and effective review of all Registrants' practices.

CPSNL also continued to leverage its partnership with the Newfoundland and Labrador Medical Association's Physician Care Network to support Registrant wellness through early intervention, confidential care, and appropriate reporting where required.

132
Registrants
in Oversight
Programs

7
Quality
Assurance Files
Opened

4
Quality
Assurance
Committee
Meetings



NLMA's Physician Care Network (PCN)

The NLMA's PCN focuses on prevention, early support, and treatment of health conditions. The process is confidential, and information is only shared with CPSNL when there is a duty to report (s.41, *Medical Act, 2011*).

The PCN is available to physicians, residents, and medical learners; and we encourage our members to self-refer if you are experiencing any health difficulties. Self-referrals offer an opportunity to address issues early, ideally before impairment occurs.

Scan the QR Code with your mobile device to learn more about the PCN





106
Medical Records
Inquiries

107
Practice
Closures

503
Certificates of
Professional
Conduct
Issued

Compliance Program

CPSNL's Compliance Program is responsible for collecting and verifying documents and information required for ongoing licensure, including:

- Newfoundland and Labrador Health Services Sponsorship
- Newfoundland and Labrador Medical Association Membership
- Continuing Professional Development
- Certificates of Professional Conduct from other jurisdictions
- Professional liability coverage

Additionally, the Compliance Program addresses issues related to:

- Patient access to medical records
- Closures of practice
- Extended leave processes
- Adherence to Standards of Practice

Continuing Professional Development (CPD)

In accordance with the *Medical Regulations, 2023*, and the [CPD Policy](#), all Registrants holding a Licence to Practice Medicine with CPSNL must enroll in and remain compliant with an approved CPD program that coincides with their licence type and scope of practice.

To be considered compliant with CPSNL's CPD Policy, a Registrant must be either in good standing with the program or approved for a deferral from the CPD requirements by the Quality Assurance Committee (QAC) of CPSNL. Registrants who are in remedial cycles or have been removed from the CPD program are not considered to be compliant with CPSNL's CPD Policy.



Scan the QR Code with your mobile device to learn more about the CPD policy

Professional Conduct

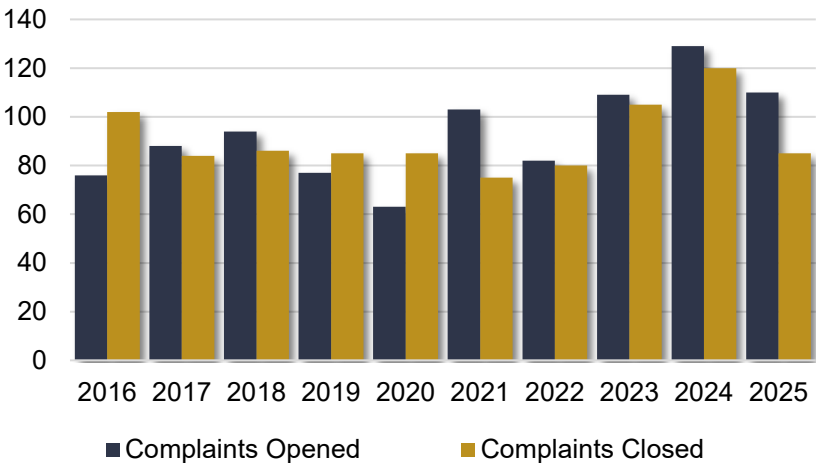
2025 marked another incredibly busy and complex year for the Professional Conduct team. In accordance with provincial legislation, CPSNL is responsible for receiving, reviewing, and responding to every complaint regarding a Registrant's professional conduct - an essential part of our mandate. CPSNL records all metrics related to complaint topics and uses this information to inform guidance for Registrants and to improve our internal processes.

In 2025, the Professional Conduct team introduced procedures and tools to make the complaints process more efficient and responsive. A new Professional Conduct Navigator, who is a trained Social Worker, now supports Complainants and Registrants throughout the process and helps facilitate early resolution where appropriate.

New standardized complaint categories and subcategories now strengthen the data available to inform future programming. The team also expanded early resolution pathways for low-risk and straightforward matters leading to timely and constructive outcomes.

To improve transparency and communication, CPSNL simplified public-facing correspondence and introduced file-closure exit surveys for both Complainants and Registrants to gather feedback and support continuous quality improvement.

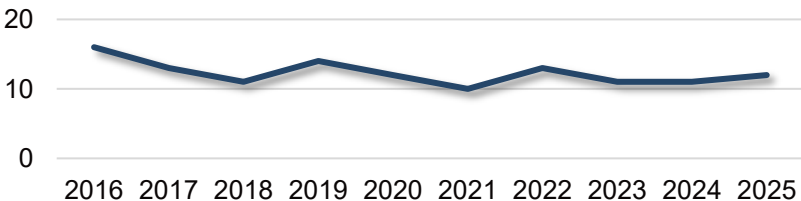
Historical Complaint Volume




110
Complaints
Opened

85
Complaints
Closed

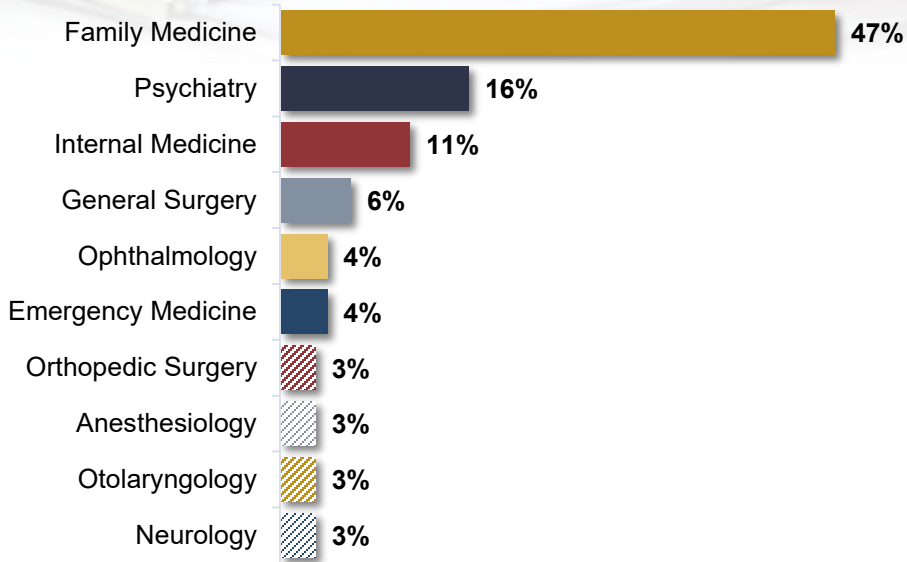
Median Months for Closure



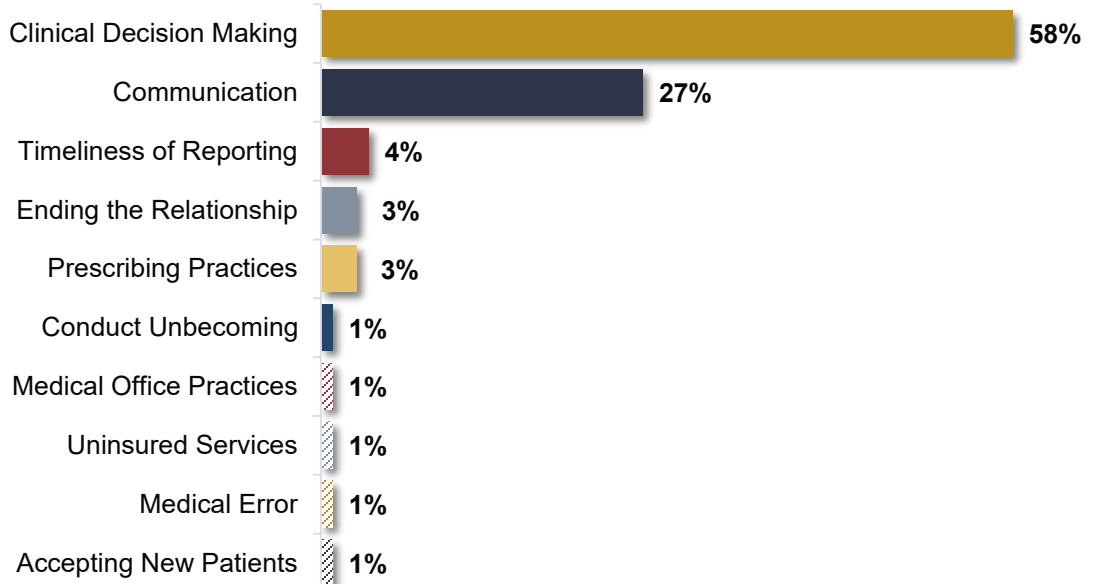
12
Months
Median
Timeline to
Resolution



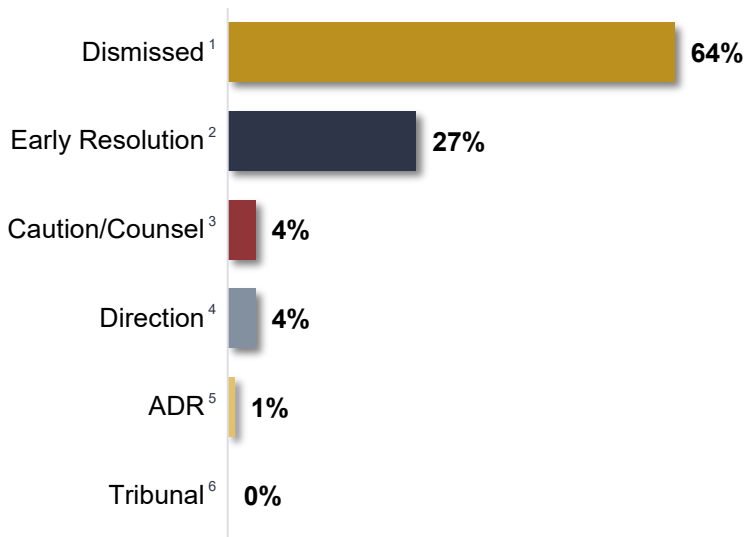
Top 10 Complaints by Area of Practice



Top 10 Complaints by Category



Decision Outcomes



In 2025, most complaints were dismissed (64%). A further 27% of complaints were resolved via Early Resolution, with a median time of three months.

Early Resolution is used where appropriate to address concerns without a full investigation or a decision by the Complaints Authorization Committee (CAC). It requires agreement from the Complainant and the Registrant that the concern has been satisfactorily addressed.

9% of files required Regulatory Action. Regulatory Action can mean Caution/Counsel, Alternate Dispute Resolution (ADR), or Tribunal. No cases were referred to Tribunal in 2025.

¹Dismissed – dismissal of the complaint.

²Early Resolution – resolution through agreement from the Complainant and the Registrant without a full investigation by the CAC.

³Caution/Counsel – a formal warning to the Registrant against engaging in similar conduct/an instruction to take positive action in the future.

⁴Direction – dismissal of the complaint with specific action required from the Registrant.

⁵ADR – alternate dispute resolution, a process for resolving a complaint through a settlement agreement.

⁶Tribunal – referral to a hearing to be held before an independent panel comprised of Registrants and members of the public.



Scan the QR Code with mobile device to learn more about how the complaints process works

Standards & Guidelines

CPSNL upholds its commitment to promoting high standards of practice for Registrants by developing the Standards of Practice that licensed Registrants are required to meet, as well as the Practice Guidelines recommended for all Registrants. Standards and guidelines are created and revised through scheduled reviews and on an as-needed basis when emerging issues or changes to the accepted practice warrant attention.

In 2025, the team continued its consultative, evidence-based approach to developing and

updating Standards of Practice and Practice Guidelines documents. The year saw the introduction of a Practice Guideline on Artificial Intelligence, as well as comprehensive updates to the “*Maintaining Professional Boundaries – Sexual & Personal*” and “*Physical Examinations & Procedures*” Standards of Practice. These documents benefited from meaningful engagement with Registrants, members of the public, and other stakeholders, ensuring that new and revised standards reflected both best practices and real-world complexity.

Updated Standards of Practice

Physical Examinations & Procedures

- Formerly “*Physical Examinations*” and “*Chaperones*”.
- CPSNL Registrants must conduct physical examinations and procedures in a professional and respectful manner which values the autonomy and dignity of the patient.
- This standard complements *Consent to Treatment* and defines expectations around chaperones and sensitive examinations.

Maintaining Professional Boundaries - Sexual and Personal

- Formerly “*Boundary Violations*”.
- A boundary is an accepted social, physical, and/or psychological space between people. Boundaries create appropriate therapeutic distances between CPSNL Registrants and their patients, clarifying their respective roles and expectations.
- All CPSNL Registrants have a fiduciary responsibility to avoid exploiting the trust and dependence of current and former patients.
- It is the responsibility of CPSNL Registrants to ensure that appropriate professional boundaries are always maintained.



New Practice Guideline - Artificial Intelligence

Artificial intelligence (AI) has the capability to assist CPSNL Registrants in their practice, from automating tasks and improving efficiency, to aiding in diagnoses. AI tools can only be used in practice to assist and complement clinical care - they are not a replacement for clinical reasoning and professional judgment.

CPSNL Registrants must ensure their use of these tools meets the expectations of ethical and professional conduct and continue to have regard to the best interests of their patients.



Scan the QR Code with your mobile device to learn more about the Standard of Practice on AI

Standards and Guidelines



Scan the QR Code with your mobile device to learn more about CPSNL's Standards and Guidelines

Duty to Report a Colleague



Scan the QR Code with your mobile device to learn more about a Registrant's legal obligation to report a colleague that has engaged in unprofessional or unethical conduct

Communications & Public Engagement

Communications in 2025 aimed for clarity, accessibility, and ongoing engagement. CPSNL undertook a comprehensive review and update of all template materials used in the Professional Conduct process, with an emphasis on plain language and inclusivity.

Notices to Registrants and quarterly e-newsletters provided timely information about regulatory changes, resources, and upcoming consultations. These efforts were consistent with the previous year's emphasis on transparency and meaningful dialogue, recognizing that effective communication is the cornerstone of trust and public accountability.

CPSNL also advanced public engagement strategic planning through a dedicated strategic planning day that produced tangible output goals. A key outcome was the creation of a framework for a Public Advisory Network, a panel designed to bring diverse public perspectives into CPSNL's regulatory work. Recruitment for this advisory network will begin in 2026.

15
Notices to College Registrants

Public
Engagement
Strategic
Planning

CPSNL Resources

CPSNL's Corporate Services team continued its commitment to aligning supportive services with industry best practices. Efforts were focused on expanding the Registrant management system, implementation of data reporting tools, and streamlining administrative processes.

Significant emphasis was placed on privacy, information management, risk mitigation, and cybersecurity, supported by staff training and ongoing modernization to operational processes. Annual cybersecurity testing and incident response exercises involving external consultants reinforced CPSNL's proactive approach to organizational risk management.

The annual licence fee structure was reviewed and remained in line with other Atlantic medical regulatory authorities, with new fees approved for Physician Assistants and appeals. CPSNL continued its shift towards electronic service offerings. CPSNL also advanced workplace safety measures to support staff and visitors. The establishment of an Information Management and Data Analytics Lead position further strengthened CPSNL's capacity for responsible data stewardship and organizational analytics.

2
New
Full-Time Staff
Members

2
Privacy Training
Sessions

5
Meetings of
the Finance,
Audit, & Risk
Committee

Member Portal – Self-Serve Options

Self-serve options in the Member Portal have been expanded. Registrants can print their licence certificates, update internal and external contact information, and generate receipts on demand, reducing routine administrative processing for both staff and Registrants.

Financial Position

Summarized Statement of Financial Position
As of December 31, 2025

	2025	2024
Assets		
Cash and cash equivalents	6,776,037	7,659,610
Accounts receivable	53,487	185,446
Prepaid Expenses	195,294	173,901
Equipment and leasehold improvements	484,220	742,297
Investments	5,267,093	2,897,631
	\$12,776,131	\$11,658,885
Liabilities		
Accounts payable	354,872	375,159
Deferred income	4,179,106	3,958,831
Deferred lease incentives	8,028	16,046
	\$4,542,006	\$4,350,036
Net Assets		
Invested in capital assets	478,258	730,372
Unrestricted and internally restricted	7,755,867	6,578,477
	\$8,234,125	\$7,308,849
	\$12,776,131	\$11,658,885

CPSNL continues to be fiscally prudent. The financial information presented in this report is in summary form. Full audited statements are available by request following their presentation at the CPSNL's Annual General Meeting, scheduled to take place on June 13, 2026.

Revenues & Expenditures

Summarized Statement of Revenues and Expenditures
As of December 31, 2025

	2025	2024
Revenues		
Annual licence fees	4,054,708	3,900,075
Monthly licence Fees	155,825	148,975
Professional corporation fees	217,875	213,888
Educational register fees	125,955	128,825
Registration and licensing fees	522,841	517,175
Investment income	412,445	304,739
Interest	179,281	267,973
External Projects	17,199	37,199
Government of Newfoundland and Labrador Funding*	113,653	21,064
Miscellaneous	85,727	124,392
Rental income	3,500	3,150
	\$ 5,889,009	\$ 5,667,455
Expenditures		
Salaries and employee benefits	2,712,627	2,447,580
Complaints and discipline	337,478	194,499
Quality assurance	49,328	64,300
Council and committees	264,461	239,854
Occupancy	270,091	271,307
Office and operational	946,553	970,607
Amortization	269,542	263,751
Collaborative Orientation Program expenditures*	113,653	
External Projects	-	9,097
	\$ 4,963,733	\$ 4,460,995
Excess of Revenues over Expenditures from Operations	\$ 925,276	\$ 1,206,460
Use of excess revenue over expenditures from operations		
Operational Contingency	800,000	1,000,000
Adjudication Tribunal Hearings		100,000
College Infrastructure	-	-
QA/QI Development	-	-
Providing Culturally Safe Health Care to Indigenous Patients in NL		
Excess of revenues	\$ 125,276	\$ 106,460

*In 2025, CPSNL received funding from the Department of Jobs, Immigration and Growth (now Jobs, Growth and Rural Development) to evaluate the need for a multistakeholder orientation program for Internationally Trained Physicians (ITP) new to the NL healthcare system.

Note: The excess of revenue over expenditures (2025) will assist CPSNL in providing resources for the future for the Operational Contingency Fund.

CPSNL Council 2025-2026

Appointed Members



Ms. Gail Hamilton
Chair & Public
Representative



Dr. Sohaib
Al-Asaad
MUN Representative



Mr. Allan Bradley
Public
Representative



Mr. Dave Dove
Public
Representative



Dr. Tony Gabriel
NLMA
Representative



Dr. Yordan
Karaivanov
NLMA
Representative

In 2025, we welcomed new, reappointed, and elected members to Council.

In the fall election, Dr. Lynn Dwyer and Dr. Robert Forsey were acclaimed. Dr. Michael Parsons was elected.

Ms. Gail Hamilton and Dr. Kara Laing were reappointed as Chair and Vice-Chair.

Dr. Tracey Wentzell and Dr. Natasha Pardy completed their terms on Council. We thank them for their significant and thoughtful contributions during their tenures.

Elected Members



Dr. Kara Laing
Vice Chair



Dr. Ammar
Al-Rubaye



Dr. Lynn
Dwyer



Dr. Robert
Forsey²



Dr. Olatunji
Odumosu



Dr. Natasha
Pardy¹



Dr. Michael
Parsons²



Dr. Arthur
Rideout



Dr. Tracey
Wentzell¹

Non-Voting Members

Dr. Tanis Adey
CEO & Registrar
Dr. David Carroll³
Deputy Registrar
Dr. Oscar Howell⁴
Interim Deputy Registrar

¹To December 2025

²As of December 2025

³To March 2026

⁴As of March 2026

Leadership & Committees 2026

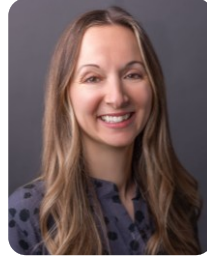
Leadership



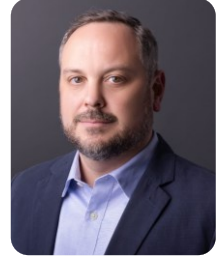
Dr. Tanis Adey
CEO & Registrar



Dr. Oscar Howell
Interim Deputy
Registrar



Elyse Bruce
Associate Registrar
& Corporate
Counsel



Jamie Osmond
Associate Registrar
& Director of
Corporate Services

In March 2026, Dr. David Carroll departed his role as Deputy Registrar. CPSNL extends its gratitude to Dr. Carroll for his leadership and contributions during his tenure and wishes him continued success in his future endeavours.

CPSNL is pleased to welcome Dr. Oscar Howell, former CPSNL Deputy Registrar, back as Interim Deputy Registrar.

Committees

Governance

- Chair: Ms. Gail Hamilton
- Mr. Allan Bradley
- Dr. Robert Forsey
- Dr. Kara Laing
- Dr. Olatunji Odumosu
- Dr. Arthur Rideout

Licensing & Registration

- Chair: Ms. Gail Hamilton
- Dr. Sohaib Al-Asaad
- Dr. Ammar Al-Rubaye
- Mr. Dave Dove
- Dr. Tony Gabriel
- Dr. Olatunji Odumosu

Complaints Authorization

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

Finance, Audit & Risk

- Chair: Ms. Gail Hamilton
- Dr. Dave Dove
- Dr. Tony Gabriel
- Dr. Michael Parsons
- Dr. Arthur Rideout

Quality Assurance

- Chair: Dr. Oscar Howell
- Dr. Sohaib Al-Asaad
- Dr. Ammar Al-Rubaye
- Mr. Allan Bradley
- Mr. Dave Dove
- Dr. Michael Parsons

Public Engagement

- Chair: Mr. Allan Bradley
- Mr. Dave Dove
- Dr. Robert Forsey
- Ms. Gail Hamilton

Looking Ahead

License Physician Assistants

Develop ITP Orientation Program

Hire a Deputy Registrar

Hire an Additional Legal Counsel

Continue to Implement Strategic Plan

Develop Quality Assurance Committee Orientation

Redesign PPR-NL Program

Financial Literacy Training for Council

Privacy Education Training for Staff and Council

AI Governance Training for Staff and Council

Streamline Licensure Process for Clinical Assistants

Launch Public Engagement Initiatives

Collaborate with NL Health Services to Streamline the Sponsorship Process

Launch Professional Conduct Educational Video for Complainants

Conduct Professional Conduct Complainant and Registrant Surveys

2026 Professional Conduct Report

Review and Update the Continuity of Care Standards of Practice

Contribute to the National Registry of Physicians

Develop Disciplinary Panel Rules of Procedure

2027 Annual Licence Renewal

How can we improve our Annual Report?
Please email feedback and suggestions
to communications@cpsnl.ca

Images

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