

THE NATIONAL  
VOICE OF  
CANADA'S  
**17 FACULTIES**  
OF MEDICINE



**AFMC**

The Association of Faculties  
of Medicine of Canada

**ANNUAL REPORT 2011-12**

## MISSION STATEMENT

AFMC is the academic partnership of Canada's faculties of medicine. Through our collective leadership, expertise and advocacy, we will achieve excellence in education, research and care for the health of all Canadians.

## VALUES

### Excellence

To achieve excellence in all its endeavours, AFMC will apply innovation, ingenuity, creativity, inquiry, discovery, and continuous quality improvement.

### Inclusivity

AFMC embraces differences amongst people and respectfully creates value from diversity of ideas, culture and language.

### Collaboration

For AFMC, collaboration is both a process and outcome that engages different perspectives and involves partnerships between organizations, professions and individuals.

## STRATEGIC GOALS

To support Canadian faculties of medicine and their faculty members, staff and learners.

To be the leading national advocate and knowledge resource for academic medicine.

To lead collaborative initiatives that achieve excellence and innovation in academic medicine.

To integrate academic medicine into the health system, with the goal of improving the health of all.

## CONTENTS

- |  |   |  |
|--|---|--|
| <b>01</b> Message from the Chair                                   | <b>06</b> Office of the President and Chief Executive Officer | <b>11</b> Secretariat of CACMS and CACME |
| <b>02</b> Message from the President and Chief Executive Officer   | <b>07</b> Government Relations and External Affairs           | <b>12</b> 2012 AFMC Awards Winners       |
| <b>03</b> Board of Directors                                       | <b>08</b> Education   | <b>16</b> AFMC Team                      |
| <b>05</b> Standing Committees, Resource Groups and Interest Groups | <b>09</b> Data and Analysis                                   |  |

## Message from the Chair

As Dean of the Faculty of Medicine at the University of Calgary and Chair of the AFMC Board of Directors, it gives me great pleasure to present our Annual Report for 2011/2012. The AFMC was created in 1943 at the request of the federal government to coordinate efforts among faculties of medicine to increase the production of physicians to meet wartime needs. Interestingly, almost 70 years later, the AFMC is still very much engaged in discussions regarding health human resource planning in this country. Perhaps less predictably, as I hope will be clear after reading this report, over the years the AFMC has become extremely active in many other areas of medical education as well as research. This report highlights many of the important areas of current activity for AMFC; I will limit my comments to only a few.

Before I do so, however, I want to salute the deans of medicine who have moved on from their positions over the last year:

- Dr. Richard Levin, Vice-Principal (Health Affairs) & Dean, Faculty of Medicine, McGill University
- Dr. Samuel Benaroya, Interim Vice-Principal (Health Affairs) & Dean, Faculty of Medicine, McGill University
- Dr. Raymond Lalonde, Doyen intérimaire, Faculté de médecine, Université de Montréal
- Dr. Jean Rouleau, Doyen, Faculté de médecine, Université de Montréal
- Dr. Philip Baker, Dean, Faculty of Medicine & Dentistry, University of Alberta

We would also like to salute Dr. Shaheed Merani, a resident at the University of Alberta, who has contributed many years of service as an AFMC board member.

I would also like to welcome the deans of medicine who have assumed their new roles over the last year:

- Dr. Hélène Boisjoly, Doyenne, Faculté de médecine, Université de Montréal
- Dr. David Eidelman, Vice-Principal (Health Affairs) & Dean, Faculty of Medicine, McGill University
- Dr. Verna Yiu, Interim Dean, Faculty of Medicine & Dentistry, University of Alberta

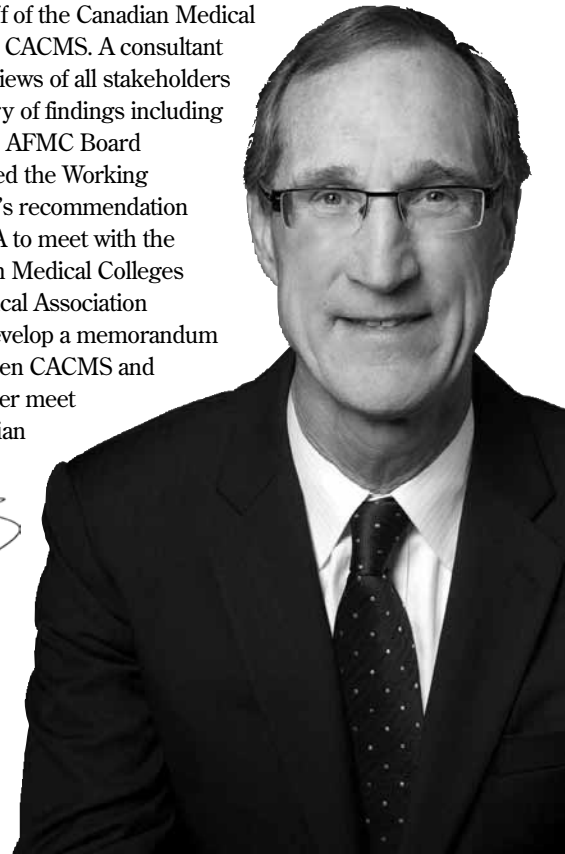
In addition, we welcome Dr. Jonathan DellaVedova, a resident in the pediatrics program at McMaster University, to our Board of Directors.

It seems fitting that AFMC launched its major initiative, *The Future of Medical Education in Canada (FMEC)*, nearly 100 years since the Flexner Report, which ushered in the era of high-quality accredited medical education. The FMEC MD project, now complete, both provided the impetus for many changes in undergraduate medical education throughout the country, and validated many changes that were already underway. The FMEC PG project, undertaken in partnership with the College of Family Physicians of Canada, the Royal College of Physicians and Surgeons of Canada, and the Collège des médecins du Québec, while perhaps more complex in nature, will surely have a transformative effect on both postgraduate medical education and the Canadian healthcare system. While the report's recommendations are all important and intertwined, few would argue that aligning postgraduate efforts to the health human resource needs of Canadians is perhaps the most challenging of the recommendations and likely, the most pressing.

Accreditation is always a major preoccupation for deans of medicine and AFMC. The AFMC Board of Directors requested that a Working Group on Accreditation be struck to review the current Committee on Accreditation of Canadian Medical Schools (CACMS)/ Liaison Committee on Medical Education (LCME) relationship. The working group included four Canadian deans of medicine, four undergraduate medical education deans, a member of the Canadian Medical Association's (CMA) Board of Directors, a public member and staff of the Canadian Medical Association (CMA) and CACMS. A consultant group conducted interviews of all stakeholders and provided a summary of findings including a financial analysis. The AFMC Board of Directors has accepted the Working Group on Accreditation's recommendation for AFMC and the CMA to meet with the Association of American Medical Colleges and the American Medical Association (LCME sponsors) to develop a memorandum of understanding between CACMS and the LCME that will better meet the needs of our Canadian medical schools.



Dr. Tom Feasby  
Chair, Board of  
Directors



## Message from the President and CEO

It gives me great pleasure to be able to write this message for our second annual report. I want to thank the countless volunteers in all our faculties of medicine who continue to contribute their expertise, energy, resources and time on an ongoing basis to AFMC and faculty activities. Our volunteers are critical to our success.

I also want to salute the incredibly dedicated staff at AFMC. Without their support, AFMC would not be thriving as it is today. Our Board of Directors, led by our chair Dr. Tom Feasby, is constantly engaged in AFMC activities, providing wisdom to our decision-making and leadership in identifying our strategic directions. Our standing committees and resource and interest groups provide tremendous support to the AFMC Board of Directors and to the activities of AFMC. There are no better ambassadors for AFMC and academic medicine than our thousands of volunteers in our faculties.

Our 2011 – 2012 fiscal year has been one in which AFMC has continued to expand its activities and outreach. Relationships continue to be nurtured with the private sector, the public sector, other health organizations, and those in the health research sector. Over the past year we have fostered our relationship with organizations such as the Association of Universities and Colleges of Canada and Canada's Research-Based Pharmaceutical Companies (Rx&D) so that we can work more closely together to ensure that we align our recommendations to the federal government as much as possible, whether in the domains of research or education. Our more traditional partners such as the Association of Canadian Academic Healthcare Organizations, the Royal College of Physicians and Surgeons of Canada (RCPSC), the College of Family Physicians of Canada (CFPC), the Canadian Medical Association, the Medical Council of Canada and the Federation of Medical Regulatory Authorities of Canada continue to be key partners in many of our activities.

Building on the launch of the *Future of Medical Education in Canada* report, we are working collaboratively with the RCPSC, the CFPC and the Collège des médecins du Québec to build and set new directions for postgraduate medical education in Canada. Our discussions are firmly rooted in our social accountability mandate, and we are working to more closely align the postgraduate medical education system and the doctors it produces with the health human resource needs of our country.

Our e-learning initiatives have also taken root more firmly this year. The Canadian Healthcare Education Commons continues to grow, both in terms of users and content, allowing for the sharing and collaborative development of important pedagogical resources. E-learning initiatives in the areas of addiction with the Norlien Foundation and ICT/EMRs with Canada Health Infoway continue to mature and have the potential to stimulate the creation of new and exciting ways of providing medical education in the 21st Century.

Other exciting activities and projects for AFMC are outlined in the subsequent pages – and are a real source of pride for me.

In a time of restraint, AFMC is cognizant that it must increasingly align its strategic goals with its funding. We must ensure that we use our membership dues to support our individual faculties and their missions, but more broadly to enhance the health of Canadians through both medical education and health research. Building on the past year, we are in good shape for the year to come.



Dr. Nick Busing, President and Chief Executive Officer



**BOARD OF DIRECTORS**

Dr. James Rourke, Dean, Faculty of Medicine,  
Memorial University of Newfoundland

Dr. Thomas J. Marrie, Dean, Faculty of Medicine,  
Dalhousie University

Dr. Rénaud Bergeron, Doyen, Faculté de médecine,  
Université Laval

Dr. Pierre Cossette, Doyen, Faculté de médecine et  
des sciences de la santé, Université de Sherbrooke

Dr. Raymond Lalonde, Doyen intérimaire, Faculté de  
médecine, Université de Montréal (April – June 2011)

Dr. Hélène Boisjoly, Doyenne, Faculté de médecine,  
Université de Montréal

Dr. Richard Levin, Vice-Principal (Health Affairs) &  
Dean, Faculty of Medicine, McGill University (April –  
September 2011)

Dr. Samuel Benaroya, Interim Vice-Principal (Health  
Affairs) & Dean, Faculty of Medicine, McGill University  
(September 2011 – January 2012)

Dr. David Eidelman, Vice-Principal (Health Affairs) &  
Dean, Faculty of Medicine, McGill University

Dr. Jacques Bradwejn, Dean, Faculty of Medicine,  
University of Ottawa

Dr. Richard Reznick, Dean, Faculty of Health Sciences,  
Queen's University

Dr. Catharine Whiteside, Dean, Faculty of Medicine,  
University of Toronto

Dr. John Kelton, Dean & Vice-President, Faculty of  
Health Sciences, McMaster University

Dr. Michael J. Strong, Dean, Schulich School of  
Medicine and Dentistry, University of Western Ontario

Dr. Roger Strasser, Founding Dean,  
Northern Ontario School of Medicine

Dr. Brian Postl, Dean, Faculty of Medicine,  
University of Manitoba

Dr. William Albritton, Dean, College of Medicine,  
University of Saskatchewan

Dr. Philip Baker, Dean, Faculty of Medicine & Dentistry,  
University of Alberta (April – June 2011)

Dr. Verna Yiu, Interim Dean, Faculty of Medicine &  
Dentistry, University of Alberta

Dr. Thomas Feasby, Dean, Faculty of Medicine,  
University of Calgary (Chair, AFMC Board of Directors)

Dr. Gavin Stuart, Dean, Faculty of Medicine, University  
of British Columbia

Dr. Catherine L. Cook, Director of Aboriginal Health  
Programs, Winnipeg Regional Health Authority

Dr. Pierre-Gerlier Forest, President, The Trudeau  
Foundation

Mr. Shaheed Merani, Student, MD-PhD program,  
University of Alberta (April – November 2011)

Dr. Jonathan DellaVedova, Resident, pediatrics  
program, McMaster University

Mr. Graham W.S. Scott, President, Graham Scott  
Strategies Inc.

Dr. Nick Busing, President & Chief executive Officer  
(Ex-Officio)

**Executive Committee**

Dr. T. Feasby, Chair  
Dr. J. Bradwejn (Chair Elect)  
Dr. J. Rourke, Past-chair  
Dr. C. Whiteside  
Dr. R. Strasser  
Dr. R. Bergeron

**Nominations Committee**

Dr. J. Rourke, Chair  
Dr. C. Cook  
Dr. W. Albritton  
Dr. T. Feasby (Ex-Officio)

**Governance Committee**

Dr. J. Bradwejn, Chair  
Mr. G. Scott  
Dr. T. Marrie  
Dr. M. Strong  
Dr. Richard Levin (April – September 2011)  
Dr. T. Feasby (Ex-Officio)

**Finance, Audit and Risk Committee**

Dr. R. Strasser, Chair  
Dr. P.G. Forest  
Dr. C. Whiteside  
Dr. B. Postl  
Dr. T. Feasby (Ex-Officio)

“ The increasing role being played by AFMC as a strong voice on the national scene is highly valued. AFMC is a vital partner and leader in healthcare in Canada, delivering important messages and sharing concerns with the public related to the education and training of future physicians and the goal we all have of achieving the best possible health and healthcare for our population. ”

Dr. Calvin Gutkin  
Executive Director and CEO, The College of Family Physicians of Canada





“ AFMC’s leadership in bringing together the country’s medical educators to review and revise undergraduate and postgraduate medical education has the potential to dramatically change how we prepare our future physicians for Canada in the 21st century. ”

Dr. M. Ian Bowmer  
Executive Director, Medical Council of Canada

**STANDING COMMITTEES****Continuing Professional Development**

Co-chair: Dr. Ford Burse, Memorial University of Newfoundland

Co-chair: Dr. Penny Davis, University of Saskatchewan

**Postgraduate Medical Education**

Chair: Dr. Sarkis Meterissian, McGill University

Dr. Mark Walton, McMaster University  
(April 2011 – January 2012)

**Undergraduate Medical Education**

Chair: Dr. Bruce Wright, University of Calgary

**Research and Graduate Studies**

Chair: Dr. Andrew Watson, University of Western Ontario

“ Following on the enormous success of its study, the *Future of Medical Education in Canada: A Collective Vision for MD Education*, the AFMC is once again leading the crucial dialogue concerning the future of medical education with the release of its postgraduate report. The CMA is pleased to see the alignment between these landmark studies and our work in Health Care Transformation. Working together the CMA and AFMC have a significant opportunity to shape the physician leaders who will transform our system now and into the future. ”

Paul-Émile Cloutier

Secretary General and CEO, Canadian Medical Association

**RESOURCE GROUPS****Admissions**

Chair: Dr. Marc Moreau, University of Alberta

**Distributed Medical Education**

Chair: Vacant

**Equity, Diversity and Gender**

Co-chair: Dr. Janet de Groot, University of Calgary

Co-chair: Dr. Gurdeep Parhar, University of British Columbia

Dr. David McKnight, University of Toronto  
(April - December 2011)

**Faculty Development**

Chair: Dr. Kalyani Premkumar, University of Saskatchewan

**Finance**

Chair: Vacant

**Informatics**

Chair: Mr. Dave Lampron, University of British Columbia

**Institutional Advancement**

Co-chair: Ms. Margaret Miller, Memorial University of Newfoundland

Co-chair: Ms. Ilana Simon, University of Manitoba

**Libraries**

Chair: Ms. Suzanne Maranda, Queen's University

**Student Affairs**

Chair: Dr. Leslie Nickell, University of Toronto

Dr. Melissa Forgie, University of Ottawa  
(April 2011 – January 2012)

**INTEREST GROUPS****Academic Leaders Group**

Chair: Vacant

**Clerkship Directors**

Chair: Dr. Anita Rachlis, University of Toronto

**Clinical Skills**

Chair: Dr. Alan Neville, McMaster University

**Electives Coordinators**

Chair: Dr. Mara Goldstein, University of Toronto

**Francophone Minorities**

Chair: Dr. Aurel Schofield, Université de Sherbrooke

**Global Health**

Co-chair: Dr. Lynda Redwood-Campbell, McMaster University

Co-chair: Dr. Katherine Rouleau, University of Toronto

**Interprofessional Education**

Chair: Ms. Lesley Bainbridge, University of British Columbia

**Physician Health and Well-being**

Chair: Dr. Derek Puddester, University of Ottawa

**Professionalism**

Co-chair: Dr. Shiphra Ginsburg, University of Toronto

Co-chair: Dr. Pier Bryden, University of Toronto

**Public Health Educators Network**

Chair: Dr. Denise Donovan, Université de Sherbrooke

# Highlights

## Office of the President and CEO

### AFMC Team

AFMC has a wonderful group of staff members who work individually on many aspects of the AFMC agenda. Of equal importance, these individuals work effectively as a team on behalf of all of our faculties of medicine. Dr. Geneviève Moineau has arrived as our new Vice President for Education and Secretary for accreditation; she is a great addition, bringing fresh experience from an academic medical environment and providing her talents to the changing environment in accreditation and the educational projects we undertake. We have also successfully recruited a replacement for our financial officer; Chanchette Dimitri has joined us and is providing invaluable support to my office, all our projects, and the staff of AFMC.

### Strategic Planning and Governance

This past year saw us revisit our mission, vision, and strategic goals, the new versions of which you will find elsewhere in this annual report. We are now in the process of reviewing all AFMC activities to ensure that they align well with our refined strategic goals and add value for our organization and for our faculties of medicine.

We have four dedicated standing committees of the board relating to undergraduate medical education, postgraduate medical education, research and graduate studies, and continuing medical education. In addition, we have more than 10 resource groups which focus on areas of ongoing and emerging interest to our faculties. It has become an increasing challenge to financially support all these groups to meet face-to-face on an ongoing basis. During this past year, we have reviewed the mandate and purpose of all our committees and resource groups and have begun to restructure. AFMC will continue to have four standing committees. We have reduced the number of resource groups, and we created the new category of 'interest groups'. We have established differing levels of funding support for these committees and groups; we are developing the capacity to facilitate virtual meetings through videoconferencing facilities and will be encouraging more and more of our committees and groups to meet this way when appropriate.

### Finances

Our faculties of medicine provide membership dues to AFMC which constitute more than 90% of our operating revenues to support core functions. Membership dues are based on undergraduate medical school enrollment, postgraduate enrollment, and research revenues. AFMC continues to closely assess its budgetary needs to ensure that priority activities, as determined by the board, are fully met.

## Accreditation

The ongoing accreditation activities of the Committee on Accreditation of Canadian Medical Schools and the Committee on Accreditation of Continuing Medical Education are reported on elsewhere in this annual report. A highlight during this past year for AFMC was the establishment and implementation of an interim review process for undergraduate medical education accreditation. In order to focus more on a quality improvement model of accreditation, the AFMC Board of Directors approved the development of a process in which each faculty of medicine identifies an interim review coordinator to continuously monitor accreditation activities, to continually be up-to-date with changes to undergraduate medical education accreditation, and to help his or her faculty of medicine to undertake a mid-cycle accreditation review. The intent of this initiative is to improve a faculty's ability to not only respond to accreditation requirements, but also to make improvements to the quality of medical education on an ongoing basis.

## Clinical Teachers

This year AFMC, supported by 13 other organizations, hosted a national symposium to examine the recommendations made in the 2009 discussion paper entitled *Study of Clinical Teachers in Canadian Faculties of Medicine*. The symposium worked to build consensus on the recommendations in the report, to identify priority items and champions to promote implementation of the recommendations, and began to identify a way forward.

## Academic Health Science Networks

Working with the Association of Canadian Academic Healthcare Organizations, AFMC is planning to hold a national symposium to help identify and strengthen academic health science networks in Canada. The symposium will describe existing models across the country, share leading practices, and identify interprovincial and/or national issues that can be acted upon collectively to promote academic health science networks.

## Projects

Many projects are underway at AFMC and are outlined elsewhere in this report. I will comment here on only one: *The Future of Medical Education in Canada (FMEC)* M.D. project. As you will see from the more detailed updates in this report, there has been widespread national, and in fact, international uptake of the recommendations that emerged from our FMEC M.D. report. Feedback suggests that our recommendations are not only timely and relevant, but are very helpful, not only to our faculties, but also to other countries that are examining their own undergraduate medical education systems. The FMEC postgraduate recommendations were finalized by the end of March of this year. The challenge in the years ahead will be in terms of implementation, requiring the support of many medical education organizations in a very complex postgraduate medical education environment.



## Government Relations and External Affairs

### Parliamentary Outreach

During this past year, AFMC has continued to increase its parliamentary outreach activities and presence on both Parliament Hill and within the federal bureaucracy. Our submission of briefs and position papers has become more regularized and we are continually increasing the number of meetings we have with members of Parliament, senators, and decision-makers in several ministries in order to discuss ongoing areas of interest for AFMC and our members. With each passing year, the effectiveness of these meetings increases as we build our reputation and credibility. More and more, we are being seen as an important data and knowledge resource for Canadian decision-makers.

### Deans on the Hill

On November 15th, 2011, AFMC held its third annual Deans on the Hill lobby day on Parliament Hill. Once again, AFMC staff and deans of medicine from across the country had scheduled meetings with over 50 members of Parliament and senators from the three major political parties to discuss policy issues in the areas of health human resource planning, increasing the diversity of medical students and Canada's physician workforce, strengthening health and biomedical research in Canada, and rebuilding Haiti's faculties of medicine. This year more than any other, Deans on the Hill has triggered significant follow-up in terms of meetings and other activities, and has created sustained lines of communication between AFMC and several policy makers.

### External Affairs

AFMC continues to sit at multiple tables in the health and biomedical community. AFMC works closely with organizations such as the Canadian Institutes of Health Research, the Association of Canadian Academic Healthcare Organizations (ACAHO), the Canadian Medical Association and the Association of Universities and Colleges of Canada. We are also active participants in collaborative advocacy activities with groups such as the Health Action Lobby and the R7 which unites our organization with the Canadian Health Charities Coalition, Research Canada, ACAHO, Rx&D, MEDEC and BioteCanada. These important relationships provide us with the opportunity not only to influence the national agenda in many important areas, but also to ensure that as much as possible our messages are well aligned with other stakeholders in the system.

### e-learning

The e-learning team at AFMC has grown this year. We now have a project manager and two associates working on e-learning initiatives. This year the team launched the AFMC-Infoway e-Health Award for faculty members and the CHEC-CESC Virtual Patient Challenge for students. Both competitions were part of the Infoway-AFMC Physicians in Training: e-Health Curriculum and e-Learning initiative. Dr. Kendall Ho, from the University of British Columbia was the recipient of the inaugural faculty award and Adil Shamji,

University of Toronto, Carly Glasner, University of Calgary, and Martin Betts, University of Toronto ranked 1st, 2nd, and 3rd respectively in a strong pool of cases submitted by students in the virtual patient challenge. AFMC in partnership with the Norlien Foundation, a Calgary-based private foundation, also supported the creation of pedagogical resources for undergraduate medical educators to teach about addictions. As part of this initiative, an e-learning team from the University of Ottawa was commissioned to develop a podcast series on addictions and early brain and biological development for undergraduates. The project was supported by the AFMC e-learning team and a committee of faculty advisors, subject matter experts, and podcast experts. The team at AFMC is also responsible for the ongoing operation of the Canadian Healthcare Education Commons / La Collaboration pour l'éducation en santé au Canada (CHEC-CESC). The number of new online communities on the CHEC-CESC site continued to increase over the year and reflects a general increase of interest in online sharing and collaboration. Through CHEC-CESC, the e-learning team supported the online communities of practice for the AFMC standing committees, resource groups, and interest groups.

### Electives Portal

AFMC wrapped up a six-month consultation exercise for the Canadian Electives Portal Management System initiative. The consultations included site visits and meetings with electives coordinators, undergraduate deans, faculty members and IT leaders to discuss the process for visiting electives at each of the 17 faculties of medicine as well as the distributed and rural sites in Canada. AFMC also consulted with the Association of American Medical Colleges' Visiting Student Application System, the Ontario Medical Schools Application Service, and the Ontario College Application Services to research their respective system's capabilities, key system features, and current challenges. Over the course of the consultations, four key messages emerged: 1) there is overwhelming support for the creation of this portal from students, undergraduate medical education deans, electives coordinators, and other stakeholders; 2) the development of a portal will necessitate a series of policy discussions that should be undertaken in tandem with the portal development; 3) the portal should be developed in order to serve the needs of faculties that have their own electronic management systems as well as those that do not; and 4) the portal should be developed in order to manage elective requests from both Canadian and international students. At the outset, the AFMC Board of Directors approved an AFMC/Canadian Resident Matching Service partnership proposal for the development, implementation and ongoing service support of an electives portal management system.

## Education

### Canadian Conference on Medical Education

The Canadian Conference on Medical Education (CCME) is a partnered conference with the Canadian Association for Medical Education, the Medical Council of Canada, the College of Family Physicians of Canada, the Royal College of Physicians and Surgeons of Canada and the AFMC, which acts as the secretariat. The 2011 CCME “Scholarship in Medical Education” was deemed a great success with nearly 1200 participants hosted by the University of Toronto. The new Education Research Symposium was well received. The J. Wendell Macleod Lecturer was Dr. Jeffrey Turnbull, and international speakers included Dr. John Norcini and Dr. Ruth-Mary Fincher.

### The Future of Medical Education in Canada MD

A workshop for the Future of Medical Education in Canada MD project was held at the 2011 Canadian Conference on Medical Education during which each medical school presented an update on one recommendation. What became clear is that many of the recommendations are being implemented across the country. This was an inspirational event and an excellent opportunity to share development and implementation ideas. Next steps for implementation include the development of recommendation groups with a leader to be identified by each school. Work will also be initiated on the following enabling recommendations: Realign Accreditation Standards, Build Capacity for Change, Increase National Collaboration, Improve the Use of Technology, and Enhance Faculty Development.

“The AFMC’s ability to bring together stakeholders from across the country has placed it in an exceptional position to initiate change in academic medicine. The various projects it spearheads have permitted the dissemination of some of the best practices present in each university to the rest and will thus enhance the learning experience of individual students across the country.”

### Accreditation of Interprofessional Health Education

The Accreditation of Interprofessional Health Education (AIPHE) project’s phase two report *Accreditation Standards Guide* is complete. Interprofessional education and collaborative care accreditation standards have been approved by the Committee on Accreditation of Canadian Medical Schools and are on the agenda for consideration by the Liaison Committee on Medical Education’s standards subcommittee. A grant proposal for AIPHE phase three “Embedding Interprofessional Accreditation Standards: A National Research Collaboration” was approved by the Canadian Institutes of Health Research.

### Public Health

The innovative and bilingual e-textbook for medical students, *AFMC Primer on Population Health*, has been launched. The AFMC has applied to the Public Health Agency of Canada’s Public Health Scholarship and Capacity Building Initiative - Workforce Development, Products and Tools Contribution Program for two grants to continue work on the primer and to support other public health activities.

### Aboriginal Health

AFMC continued to work with the Indigenous Physicians Association of Canada to support their efforts to enhance the recruitment, retention and the implementation of core competencies into curriculum.

Eric Peters

Président, Fédération médicale étudiante du Québec

“The Association of Faculties of Medicine of Canada is where all the health influences in the country converge, with respect to both academic medicine and to the quality of healthcare delivered in Canada.”

Dr. Charles Dussault

Président, Fédération des médecins résidents du Québec

## Data and Analysis

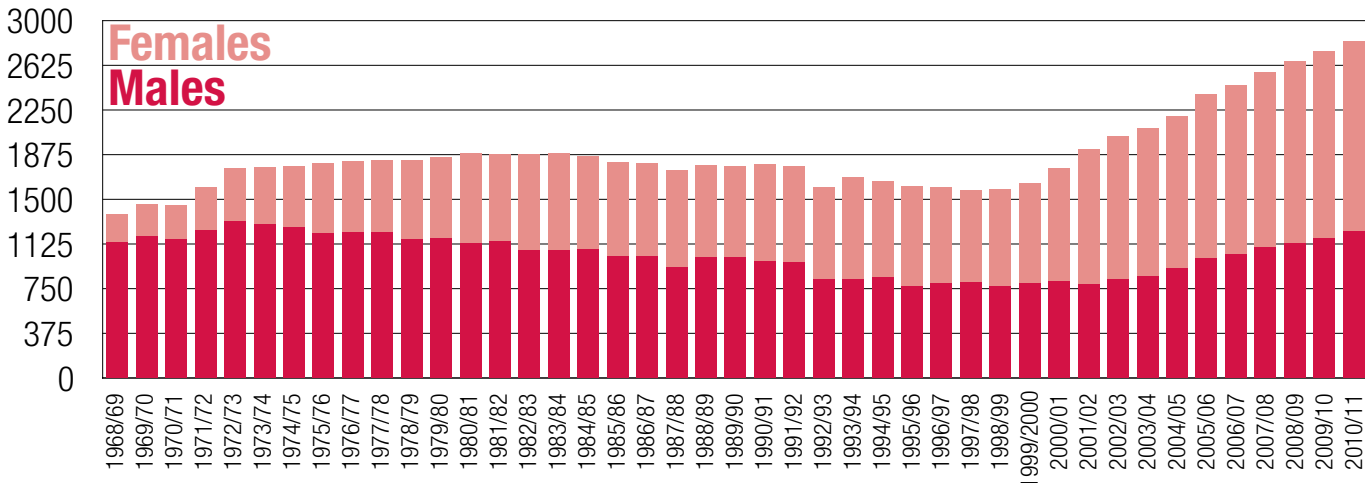
### Comprehensive, Pan-Canadian Data

In 2011, AFMC met its longstanding data reporting objectives while simultaneously pushing its analytical and data development activities forward. Our data and analysis work comes out of the Office of Research and Information Services (ORIS) and the Canadian Post-M.D. Education Registry (CAPER). Together, CAPER and ORIS offer vital statistics on core features of academic medicine. Updated annually, CAPER-ORIS databases provide accurate, reliable statistical information on Canada's faculties of medicine. Our data – and the CAPER-ORIS team – support academic leaders, researchers, governments, professional organizations, regulatory bodies and others who use data to improve healthcare in Canada. a

### Canadian Medical Education Statistics

In 2011, we published Volume 33 of the annual Canadian Medical Education Statistics (CMES) report. The CMES report offers present-day and longitudinal academic medicine trends, at the national, provincial and university level. Data series include, students applying to and registering in medical degree programs, enrolment in graduate studies, tuition fees and resident salaries, full- and part-time faculty members, as well as biomedical and healthcare research revenues. If a medical education statistic is available for Canada, the CMES report is the first place to look for it!

### First Year M.D. Program Enrolment, Canada, 1968/69 – 2010/11



Source: Association of Faculties of Medicine of Canada (AFMC), Office of Research and Information Services (ORIS), 2011.

### National International Medical Graduate Database

In 2011, the International Medical Graduates (IMG) in Canada project produced the third edition of the National IMG Database Report. Our IMG initiative is remarkable in many respects, not the least of which is the broad and collaborative partnership that underpins the IMG database. Our 2011 report reflects data feeds from seven IMG assessment programs, the Medical Council of Canada, 17 faculties of medicine, all three certifying colleges (College of Family Physicians of Canada, Collège des médecins du Québec and Royal College of Physicians and Surgeons of Canada), as well as nine regulatory authorities. With verified data spanning the time period 2005-2010 (now working on 2011!), the database produces statistics on the milestones achieved by more than 27,000 distinct IMGs. Growing attention to internationally educated health professionals and our ability to chart IMG pathways made our presentation at the February 2012 Workshop to Improve Foreign Qualifications Recognition Data and Information a huge success. Equally important to that success was the work of our newest Canadian Post-M.D. Education Registry and Office of Research and Information Services team member, Tamara Brown, IMGs in Canada Project Manager. Welcome aboard Tamara!

## Annual Census of Post-M.D. Trainees

The Canadian Post-M.D. Education Registry (CAPER) published the 23rd edition of its flagship report this year. The annual census report offers comprehensive statistics on enrolment in post-M.D. residency and fellowship programs. In addition to the annual census, CAPER published a series of reports that focus on individual specialty and provincial data. These reports look at post-M.D. training from multiple angles. Enrolment numbers are reported by field of training, faculty of medicine, province/region, as well as first-year and exiting trainees. Healthcare needs are often met by particular medical specialties, be it family medicine, orthopedics, geriatric medicine, oncology, general surgery or others. The prominent role post-M.D. training plays in addressing healthcare needs makes CAPER data of keen interest to health system planners and decision-makers. It's no surprise the CAPER website was visited 10,000 times in 2011!

## Admission Requirements of Canadian Faculties of Medicine

AFMC's annual admissions requirements report is well known to students who are thinking about going into medicine. The report contains standardized information for all medical degree and MD-MSc/MD-PhD programs in Canada. Information fields include tuition fees, entry quota, academic requirements, interview dates and applicant success rates. Mindful of students who are applying for programs that start in 2012, admissions requirements were updated and posted to the AFMC website in August 2011. Web hits tell the story of the reports success – it was accessed more than 4,000 times in 2011!

## Taking Our Data Further

The Canadian Post-M.D. Education Registry (CAPER) and the Office of Research and Information Services (ORIS) team responded to a growing number of requests for customized data and conference abstracts in 2011. Increased medical school enrolment, new educational models and sustained interest in access to physician services all give rise to variety of research and planning questions. As a result, in 2011 CAPER-ORIS staff prepared custom data for studies as far ranging as measuring the outcomes of evolving medical education models, to evaluating the possible impacts of new medical specialties, to improved planning for medical exams. While responding to emerging needs we also raised awareness of our data through a variety of invited talks and conference presentations. Our work responding to data requests and delivering themed presentations is critical to our future success; both are opportunities to show our commitment to service and demonstrate how CAPER-ORIS data can shed light on our success in achieving the expected outcomes of medical education.

## Positioning Our Data for the Future

AFMC's data-monitoring role dates back to our very beginnings, when governments wanted to know if training supports were in place to reintegrate medical officers returning from the Second World War. Our data collection and statistical reporting activities were solidified when the Office of Research and Information Services was established in the early 1970's. Four decades of data-gathering activity gives us the exceptional longitudinal data trends we see in AFMC's published statistical reports.

At the same time, our long history compels us to be proactive in revisiting our data, making sure that it remains responsive and readily-accessible. To this end, the Canadian Post-M.D. Education Registry (CAPER) and the Office of Research and Information Services (ORIS) team worked diligently on a number of data development initiatives in 2011. We collaborated with university-based data providers to enhance our aggregate level faculty, graduate student, research revenues, financial and accreditation data. We worked with associate deans of medicine and researchers to produce entirely new data on the diversity characteristics of MD program applicants and registered medical students. Finally, our data team succeeded in implementing an integrated database for all CAPER-ORIS data holdings. This new integrated system enhances the efficiency of our work, as well as the measure of standardization across our data holdings. More importantly, it brings us significantly closer to a future when AFMC will be able to offer real time, user-defined, secure online access to CAPER-ORIS data.

### CAPER-ORIS INVITED TALKS AND PRESENTATIONS

Canadian Medical Association Specialist Forum, January 2011

Canadian Conference on Medical Education, May 2011

Canadian Association of University Research Administrators, May 2011

Canadian Medical Forum, May 2011

Pediatric Chairs of Canada, August 2011

Royal College of Physicians and Surgeons of Canada, September 2011

International Conference on Residency Education, September 2011

IMG Symposium, October 2011

Canadian Paediatric Society, October 2011

College of Family Physicians of Canada, December 2011

Brandon University, January 2012

Foreign Qualifications Recognition Data Workshop, February 2012

## Secretariat of CACMS and CACME

### Committee on Accreditation of Canadian Medical Schools

The Committee on Accreditation of Canadian Medical Schools (CACMS) is comprised of members appointed by two sponsor organizations, AFMC and the Canadian Medical Association (CMA), a co-chair from the Liaison Committee on Medical Education (LCME), and the two Canadian student organizations: Canadian Federation of Medical Students and the Fédération médicale étudiante du Québec (FMÉQ). Staff members from CACMS, the CMA, and the LCME are present. Observers attend from the College of Family Physicians of Canada, the Royal College of Physicians and Surgeons of Canada and the Federation of Medical Regulatory Authorities of Canada (FMRAC).

Three new members have been appointed to CACMS this year: 1) The Honorable Louise Charron, a recently retired Supreme Court Judge, as the AFMC public member; 2) Dr. Lloyd Oppel, a family physician from British Columbia and active with the British Columbia Medical Association, as the CMA member; and 3) Mr. Marc-Antoine Marquis, a medical student at the Université de Sherbrooke, as a member representing the FMÉQ. We also welcome Dr. Rocco Gerace, registrar for the College of Physicians and Surgeons of Ontario, as the observer for FMRAC.

A half-day committee orientation on standards, process, and decision outcomes was held on January 30th. New members will be attending survey visits during the next academic year.

### Committee on Accreditation of Continuing Medical Education

The Substantial Equivalency document for the American Medical Association's (AMA) physician recognition award (PRA) credits proposed by the Committee on Accreditation of Continuing Medical Education (CACME) was approved by the AMA Council on Medical Education. This agreement will allow allocation of AMA PRA credits for Continuing Medical Education activities held in Canada.

The standards for organizations that accredit events are currently different for the CACME and the Royal College of Physicians and Surgeons of Canada (RCPSC). They are currently being unified by a working group of CACME and the RCPSC using CACME standards as the gold standard. A draft of the unified standards was presented at the National Continuing Professional Development Conference in September and to the CACME committee in October. A final document should be ready in 2012.

## Faculties of Medicine by the Numbers:

From our 2011 reports...

17 faculties of medicine, 13 satellite campuses, over 870 clinical teaching facilities

35,382 MD program applications

2,829 new undergraduate medical students

10,853 total undergraduate medical students

2,528 Medical Degrees awarded; 57% women, 43% men

2,951 first year postgraduate medical trainees

13,912 total postgraduate medical trainees; 71% Canadian medical graduates, 29% IMGs

1,896 exiting and practice-ready postgraduate trainees; 39% family medicine, 42% medical, 16% surgical, and 3% other specialties

13,751 graduate and post-Doctoral students; 43% Masters

38% PhD and 19% post-Doctoral

1,571 MSc and 693 PhD degrees awarded

37,788 faculty members; 31% full-time, 69% part-time

\$2.699 billion biomedical and healthcare research revenue; 36% federal government, 15% provincial government, 18% internal and local university/hospital, 13% not-for-profit agencies, 10% international, 8% industry and other sources



## 2012 AFMC Award Winners

AFMC is proud to announce the 2012 winners of six awards celebrating excellence in academic medicine. These awards will be presented on Tuesday, April 17, 2012 at the Canadian Conference on Medical Education in Banff, Alberta.



**AFMC Award for Outstanding Contribution to Faculty Development in Canada**  
Winner: Dr. Susan Lief, University of Toronto  
Dr. Susan Lief is a Professor and the Vice-Chair, Education in the Department of Psychiatry at the University of Toronto (UT). She is currently the Director of Academic Leadership Development for

the Centre for Faculty Development, Faculty of Medicine at St Michael's Hospital. Previously she was the founding director of the award-winning Education Scholars Program at the Centre for Faculty Development as well as the director of the Master Educator program for the Association for Academic Psychiatry. She is also the Director of the Division of the Psychotherapies, Humanities and Education Scholarship of the Department of Psychiatry. Dr. Lief has been practicing geriatric psychiatry at Baycrest since 1985. She completed her Masters of Education in higher education of health professionals at the Ontario Institute for Studies in Education / UT in 2002 and her International Masters in Health Leadership at McGill University in 2008.

She has been recognized for her excellence in teaching and innovative program development by the University of Toronto, the UT Faculty of Medicine (twice), the Association of Academic Psychiatry, the American and Canadian Psychiatric Associations and the American Association for Geriatric Psychiatry. Dr. Lief's scholarship focuses on the design and evaluation of leadership development programs for health professional educators, academics and practitioners. She has been a faculty member for the leadership programs of the Canadian Leadership Institute in Medical Education, the Harvard Macy Institute on Leading Innovations in Health Care and Education, the Rotman School of Management and the Schulich School of Business. She also co-chaired the development of the 2009 Royal College of Physician and Surgeons of Canada's train the trainer program for the CanMEDs Manager role. Dr. Lief is married to Dr. Joel Raskin and they have 23 year old fraternal twin sons.



**AFMC Young Educators Award**  
Winner: Dr. Adam Peets, University of British Columbia

Dr. Adam Peets is a Clinical Associate Professor in the Division of Critical Care Medicine at the University of British Columbia (UBC) and a Junior Scholar at the UBC Centre for Health Education

Scholarship. He obtained his MD degree from the University of Calgary in 2000, followed by a residency in Internal Medicine and subspecialty training in Critical Care Medicine. After completing a Master's Degree in Medical Education, Dr. Peets helped to develop and implement the Master Teacher Program at the University of Calgary, holding the position of Director from its initiation in 2007 until 2009 when he relocated to the University of British Columbia.

Dr. Peets' research interests include investigating the impact that sleep-deprivation has on healthcare professionals and the use of simulation technology within healthcare. He is currently the Training Program Director for Adult Critical Care Medicine at UBC and is a member of numerous education committees within the UBC Faculty of Medicine and the Royal College of Physicians and Surgeons of Canada. He has been recognized for his contributions and commitment to excellence in education with 17 teaching awards from the Universities of Calgary and British Columbia.



**AFMC-John Ruedy Award for Innovation in Medical Education**  
Winners: Drs. Kevin W. Eva, Geoff Norman, Harold Isaiah Reiter, Jack M. Rosenfeld, McMaster University - Creators of the Multiple Mini-Interview admission technique

Dr. Kevin Eva is Senior Scientist in the Centre for Health Education Scholarship

and Associate Professor, Director of Educational Research and Scholarship in the Department of Medicine at the University of British Columbia. He completed his PhD in Cognitive Psychology (McMaster University) in 2001 and became Editor-in-Chief for the journal Medical Education in 2008. In addition to sitting on four other editorial boards Dr. Eva maintains appointments as Associate Professor in the Department of Clinical Epidemiology and Biostatistics at McMaster University and in the School of Health Education at Maastricht University (The Netherlands) and as Visiting Professor at Bern University (Switzerland).

His current research interests are broadly defined within the context of research into educational practices within the health professions. They include research into (1) The value and limits of subjective judgment, (2) The promotion and assessment of non-

“The presence of AFMC in Ottawa clearly advances the research and education agenda at the national level, and we see our strategic partnership as broadening and deepening our shared voices in common cause.”

Glenn G. Brimacombe

President & Chief Executive Officer, Association of Canadian Academic Healthcare Organizations

cognitive characteristics in professional practice, (3) The context specific nature of performance, (4) The conceptualization, nature, and use of self-assessment, (5) The psychological processes that impact upon one's responsiveness to feedback, and (6) The nature of clinical expertise. Recent awards for this work include an Innovator of Distinction Award from McMaster University, the Canadian Association for Medical Education's Junior Award for Distinguished Contributions to Medical Education, and the MILES Award for Mentoring, Innovation, and Leadership in Education Scholarship from the Asia-Pacific Medical Education Conference (National University of Singapore).



Dr. Geoff Norman is Professor of Clinical Epidemiology and Biostatistics, McMaster University. He received a B.Sc. in physics from the University of Manitoba in 1965 and a Ph.D. in nuclear physics from McMaster University in 1971, and subsequently a M.A. in educational psychology from Michigan State University

in 1977. He is the author of 10 books in education, measurement and statistics, and over 200 journal articles.

Dr. Norman's primary research is in the area of expert diagnostic reasoning – how clinicians arrive at a diagnosis. His research has revealed that experts use two kinds of knowledge to do diagnosis – the formal analytical knowledge of signs and symptoms and physiologic mechanisms, and experiential knowledge based on the hundreds or thousands of patients they have encountered.

Following from this research is an interest in various aspects of how medical students learn. He has contributed to the theoretical foundation of problem-based learning. He is currently exploring the use of high fidelity simulation in clinical learning. He has also been involved in student assessment, and has developed and validated a number in innovative assessment methods, and has made substantial contributions to assessment methodology.

He has won numerous awards, including the Hubbard Award from the National Board of Medical Examiners in 1989, the Award of Excellence of the Canadian Association for Medical Education in 1997, the Distinguished Scholar Award of the American Educational Research Association, Division I, in 2000, the Award for Outstanding Achievement of the Medical Council of Canada in 2001. He presently holds a Canada Research Chair. He was elected a Fellow of the Royal Society of Canada in 2007. In 2008, he won the prestigious Karolinska Prize for lifetime achievement in medical education research. In 2010, he was awarded an honorary doctorate by Erasmus University, Netherlands.



Dr. Harold Reiter is a Professor in the Department of Oncology at McMaster University. He completed his undergraduate medical training in Toronto and his postgraduate training in radiation oncology at Princess Margaret Hospital in 1992. After a yearlong fellowship in Rochester, New York, he returned to

Canada, where he has since worked at the Juravinski Cancer Centre in Hamilton, Ontario. He completed his Masters of Education in 1995, focusing his interest on psychometry, and research since then on the the measurement of personal and professional characteristics. He is the co-creator of the Multiple Mini-Interview and CASPer, Computer-based Assessment for Sampling Personal characteristics. He has held multiple positions, include Residency Training Program Director and Royal College Examiner at the postgraduate level and at the undergraduate level, among others, has been the Evaluations Chair, and for nine years ending six months ago, Admissions Chair. In the field of personal characteristics measurement, he has a record of over 20 peer-reviewed publications, over 20 peer-reviewed presentations at national and international conferences, over 20 invited presentations nationally and internationally as well as five grants.



Dr. Jack Rosenfeld is a Professor Emeritus in the Department of Pathology and Molecular Medicine at McMaster University. Throughout his career, he has been involved in research on bio-analytical chemistry and in education. During his service as Chair of Admissions of the University, he conducted studies on grade

inflation in high schools with the result that all faculties at McMaster raised their admissions standards. As a medical educator, he served as a front line tutor, Chair of the Heart Lung and Kidney section of the MD Curriculum and member of the Evaluation Committee. In this last context he served on the sub-committee that developed the personal progress index and as chair of the OSCE planning committee. He is a co-inventor of the Multiple Mini Interview (MMI), for selection of medical students from the applicant pool. The MMI is now a major selection process in most Canadian medical schools as well as medical schools around the world and is finding application in such diverse areas as selection for high end entrepreneurship training programs, firefighters, paramedics and for admission to high quality high schools. In the chemistry field, he developed techniques for determining drugs and biological mediators in biological samples and environmental contaminants in water. His work focuses on

solid phase analytical derivatizations and he has published numerous articles on the topic. He was a guest editor for a special issue on Environmental Analysis in the Journal of Chromatographic Science and a for a special issue on Analytical Derivatizations in Journal of Chromatography. Arising from this work he held several patents on water analysis and water purification. He served on various Intellectual Properties Boards of McMaster and was one of the authors of its Patent Policy. He also served on the I2I Committee of National Science and Engineering Council of Canada, which had a mandate to funding academic-industrial research that had economic potential.



**AFMC-May Cohen Gender Equity Award**  
Winner: Dr. Saleem Idris Razack, McGill University

Dr. Saleem Razack graduated in medicine from the University of Toronto in 1990 and completed his residency in pediatrics and fellowship in pediatric critical care medicine at McGill University. He credits

his journey as a medical educator and occasional scholar in medical education to the many role models who have fostered a nurturing and supportive environment for these activities to which he has been exposed, both at the Montreal Children's Hospital and in the Faculty of Medicine at McGill University. He has always been fascinated by the paradox of how hidden in the beauty of human variability lies a unity of truths about the human experience. In medicine and medical education, this has translated into interests and activities in:

- Curriculum design and faculty development in cultural safety education for learners in the health professions at multiple levels;
- A focus on the addressing of the representativeness of students in medical school with respect to marginalized groups in society; and,
- The promoting of approaches to the learning of medicine where both biological and social determinants of health, as well as the interaction between these two, are understood as contributing to health and illness for patients and families.

Saleem Razack is the last of six children and a member of a voluminous and globally scattered extended family. Born in Trinidad, he grew up in Toronto, and now lives in Montreal with his partner of 18 years, Jack Strulovitch.



**AFMC-President's Award for Exemplary National Leadership in Academic Medicine**  
Winner: Dr. Joanna Bates, University of British Columbia

Dr. Joanna Bates graduated from McGill University in 1976. She completed a Rotating Internship at St. Paul's Hospital in 1977, became a Certificant of the College of Family

Physicians of Canada (CFPC) in 1983 and a Fellow of the College in 1994. In 1997, she was appointed to the Faculty of Medicine as Assistant Professor in the Department of Family and Community Medicine. She was promoted to Associate Professor in 2002 and to Professor in 2008. She has contributed to postgraduate education in Family Medicine both as postgraduate program director at UBC, and with the CFPC. In addition to medical education, she has continued to build a research program in telehealth. Prior to becoming the Director of the newly established Centre for Health Education Scholarship in the University of British Columbia Faculty of Medicine, Dr. Bates was Senior Associate Dean, Education and prior to that, Senior Associate Dean, Undergraduate Medical Education, and Associate Dean Admissions. During her tenure in these roles, Dr. Bates led the doubling of the UBC Undergraduate program, and its distribution to two new campuses in British Columbia using a technology infrastructure. She has received many awards, including an honorary doctorate from the Universite de Sherbrooke.



**AFMC - Infoway, e-Health Award**  
Winner: Dr. Kendall Ho, University of British Columbia

Dr. Kendall Ho, an associate professor in Emergency Medicine at the University of British Columbia's (UBC) Faculty of Medicine, practices clinically at the Vancouver General Hospital. He is the Director of the

eHealth Strategy Office in UBC's Faculty of Medicine. His research interest is in eHealth – the innovative application and evaluation of modern information and communication technologies in health research, education, and health practice. He actively works with his colleagues at UBC and partnering institutions to incorporate eHealth into the medical curriculum, and introduce eHealth at the pre-medicine level, Masters level, and in high school via summer camps. He is a collaborator with the World Health Organization global eHealth Observatory, and a Board member of COACH – the Canadian Health Informatics Association, and a board member of the Canadian Virtual Health Library. He is a member of the Association of Faculties of Medicine of Canada's eHealth Education Committee, and he is a member of the Royal College of Physicians and Surgeons of Canada's Professional Development Committee.

“ The AFMC has been important ally, partner and supporter of CIHR. In Canada, we are in the process of introducing substantial changes in the way clinical research is conducted and used. These changes will increase patient-oriented research capacity, will augment the evidence base available to clinicians and will ensure that research is fully incorporated into practice. The AFMC has undertaken a number of valuable initiatives that are helping support this vision, such as its project on the future of medical education in Canada. I value your collaboration and contributions as, together, we aim to improve the health and well-being of Canadians.”

Dr. Alain Beaudet  
President, Canadian Institutes of Health Research

“ The Canadian Federation of Medical Students (CFMS) continues to foster a strong working relationship with the AFMC. In 2011-2012, the AFMC has once again demonstrated a strong interest in improving the educational experience for Canadian medical students. The initiatives we wish to highlight are the Canadian Electives Portal Management System (CEPMS) and the Clinical Teachers National Forum.

The CFMS is pleased to see the AFMC's desire to bring the CEPMS project to completion. Very soon, all Canadian medical students will be applying to their visiting electives via a national, streamlined electronic system. Furthermore, in February 2012, the AFMC hosted a National Forum with the goal of re-visit the Clinical Teachers study. Not only was it a great success overall, but it also demonstrated the AFMC's genuine interest in our learning environment and in the wellbeing of our educators.

Together, the AFMC and CFMS will continue to strive towards the very best educational experience for all medical students.”

Noura Hassan  
President, Canadian Federation of Medical Students





**AFMC TEAM** (As of March 2012)

Linda Bourgeois	Research Associate (CAPER)	Irving Gold	Vice President, Government Relations and External Affairs	Stéphanie Mutschler	Development Officer (AFMC)/ Association Manager (CAME)
Nicole Boyer	Executive Assistant to the President and CEO	Chriss Holloway	Conference Manager	Karen Norris	Meetings & Conference Assistant
Tamara Brown	Project Manager, National IMG Database (CAPER)	Liane Kealey	Research Associate	Catherine Peirce	Project Manager, e-Learning
Nick Busing	President & Chief Executive Officer	Claudine Le Quellec	Accreditation Manager	Natalie Russ	Executive Assistant to the Vice President, Government Relations and External Affairs
Christine Contant	Project Associate	Hélène LeBlanc	Executive Assistant to the Vice President, Research and Analysis (CAPER)	Melissa Shahin	Project Associate & Web Coordinator (CHEC-CESC.CA)
Claire de Lucovich	Project Assistant	Chantale Mercier	Executive Assistant to the Vice President, Education and Secretary, CACMS/CACME	Prem Sharma	Administrative Assistant
Chanchette Dimitri	Manager, Financial Services	Catherine Moffatt	Project Manager	Barbie Shore	Project Manager
Arron Dobson	Human Resources	Geneviève Moineau	Vice President, Education and Secretary, CACMS/CACME	Steve Slade	Vice President, Research and Analysis (CAPER/ORIS)
Yannick Fortin	Data & Analysis Manager			Dale Yeatman	Research Assistant
Les Forward	Database Manager (CAPER)				