



NLMA

ANNUAL REPORT

2021/2022



NEWFOUNDLAND AND LABRADOR
MEDICAL ASSOCIATION





NEWFOUNDLAND AND LABRADOR
MEDICAL ASSOCIATION

MISSION STATEMENT

Mission

To represent and support a united medical profession and provide leadership in the provision of excellent health care in Newfoundland and Labrador.

Values

Excellence: We strive to be the best in everything we do for physicians and their patients and we are committed to continuous learning and improvement.

Professionalism: We strive to unite physicians around the fundamental tenets of high quality standards, patient safety, professional autonomy, accountability, responsiveness and physician health and well-being.

Integrity: We uncompromisingly adhere to the highest ethical standards and honesty in representing our members and conducting our business.

Compassion: We foster an individual and corporate culture of caring for physicians, their patients and each other.

Cohesiveness: We strive to bring together diverse communities of interest in the pursuit of common goals.

IN MEMORIAM

The Newfoundland and Labrador Medical Association recognizes the members who passed away since the publication of the last Annual Report.

Dr. David Lacey	St. John's, NL	June 28, 2021
Dr. David Severs	St. John's, NL	July 19, 2021
Dr. Juanito Bautista	St. John's, NL	August 9, 2021
Dr. Harold Crewe	Clareville, NL	November 2, 2021
Dr. James Seviour	St. John's, NL	November 26, 2021
Dr. Thomas Barbour	Gander, NL	December 15, 2021
Dr. Francis Boodansingh	St. John's, NL	March 4, 2022
Dr. Gregory Russell	St. John's, NL	April 8, 2022

A donation in memory of each member has been made to the Physician's Legacy Foundation of Newfoundland and Labrador.

STENZON

01.

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CONDUCT OF ANNUAL GENERAL MEETING

It shall be the responsibility of the Speaker to decide upon the relative order of all business to be presented to the meeting.

An agreed time limit will apply, per speaker or per agenda item, as determined prior to the start of the meeting.

Voting shall be by a method to be decided by the Speaker with the meeting's approval.

Decisions and voting shall be reached on the basis of merit after hearing the discussion.

The Chair will try to recognize speakers in their turn.

The best authority for the Speaker is the judgment of the meeting.

REPORTS

After the presentation of reports, there will be an opportunity to ask questions.

MOTIONS

A speaker can speak once to a motion and once to any proposed amendment to a motion.

The mover of a motion may speak a second time and in so doing will close debate. A brief remark or answer to a question put will not be considered a second speech by the mover.

Only a member in attendance can speak to a motion. A proxy does not convey a right to the holder to speak a second or greater number of times.

PROCEEDINGS OF THE 96TH ANNUAL GENERAL MEETING

Virtual Zoom Meeting
June 5, 2021 | 2:00 p.m. NT

Virtual AGM

Due to the unprecedented impact of the global pandemic, the NLMA's 2021 AGM was held virtually to accommodate the ongoing public health measures in place. The normal activities associated with the annual meeting were scaled back to core business to accommodate the virtual format.

01

Official Opening

NLMA Board Chair Dr. Art Rideout officially opened the 96th AGM at 2:00 p.m. on Saturday, June 5, 2021. The details of participation in the virtual format were outlined. The meeting was called to order.

02

AGM Agenda

It was moved by Dr. Paul Johnston and seconded by Dr. David Flusk to approve the AGM agenda as circulated.

PASSED

03

Minutes of the 2020 AGM

It was moved by Dr. Amer Qureshi, seconded by Dr. Roxanne Cooper, that the minutes of the 2020 AGM be approved as circulated.

PASSED

04

Actions on Resolutions Arising from the 2020 AGM

It was moved by Dr. Paul Johnston and seconded by Dr. Susan MacDonald that actions arising from the 2020 AGM be approved.

PASSED

05

President's Address – Dr. Lynette Powell

Dr. Powell began her address by thanking participants for attending and acknowledging the importance of member engagement in the Association. Because of the global pandemic due to COVID-19, Dr. Powell's tenure as NLMA President was slightly shorter than usual, with her term beginning in September 2020. She acknowledged that while her presidency may have been shorter, it certainly wasn't boring and was indeed a very tumultuous nine months. Dr. Powell commended the physicians of the province for working in such uncertainty, noting the pandemic and the financial instability of the province and the sometimes-adversarial health care system. She said despite the challenges, physicians continue to show up, continue to provide care for patients, and continue to support the health care system. Dr. Powell reported her first task as NLMA President was to embark on the virtual 2020 NLMA President's Tour, which included 14 virtual meetings across all regions of the province. To her, one message stood out clearly from those meetings: that on top of the challenges arising from COVID, physicians are bearing the burden of uncertainty, stress, being overworked and delivering services in an environment where the value and respect for their skills is deteriorating. Dr. Powell said she heard about the impacts of recruitment and retention challenges, the need for a dependable and available locum pool, physician shortages in rural communities, and the risk of instability due to changes with the CSAT program. These themes were brought back to the NLMA Board of Directors and were integrated into negotiating positions. Dr. Powell spoke about being at the negotiating table with the provincial government, which included discussions on such priorities as addressing the family medicine crisis, and the dwindling workforce of community-based physicians, the blended capitation payment model, Atlantic parity for all specialties, and recruitment and retention efforts. She also highlighted the NLMA's involvement with the Health Accord Task Force, including an extensive consultation process with physicians in February and March of 2021. In addition, the NLMA focused on reimagining its physician health strategy and signed an agreement with the CMA and Scotiabank for a four-year enhancement of the Physician Health Program with a total value of \$1 million. Dr. Powell noted that in 2020, the Physician Wellness Advisory Council worked to develop a comprehensive four-year strategy for physician health in the province. Over the next four years, the NLMA's

Physician Wellness Committee will focus on fostering a culture that proactively addresses the broad health needs of physicians in a safe, supportive, and trusting environment; addressing the systemic issues that are negatively impacting physician health and well-being; and, expanding the breath of the supports and tools to assist members to overcome health issues that may impact their ability to practise. Dr. Powell also highlighted the fact that the NLMA Section of Fee-for-Service Consultants was established and met for the first time on February 16, 2021. The Section is organized for the purpose of providing a forum for practising FFS consultants in the province to discuss the delivery of consultative medical services and the advancement of issues that are common to FFS consultants. Dr. Powell spoke about the importance of solidarity within the membership and holding leaders accountable while speaking with a unified voice. As she concluded her address, Dr. Powell thanked the NLMA staff for their advocacy and work to advance the mandate of the membership. She said serving as NLMA President has been a privilege and reiterated to her how important it is to be involved and to use one's voice for positive change.

06

Canadian Medical Association - President's Address – Dr. Ann Collins

CMA President Dr. Ann Collins addressed the virtual meeting from her home in Fredericton, NB. She said while Atlantic Canada had so far been somewhat spared in the severity of the COVID-19 pandemic, the past year had been a very trying time. She acknowledged the sacrifices physicians have made and continue to make to care for Newfoundlanders and Labradorians and commended the NLMA for its work in support of physicians. Dr. Collins reported that at the CMA they are proud to back these efforts and have provided financial support towards COVID-related activities, physician wellness programs, and physician leadership development. She said the CMA has also provided COVID relief to Memorial University's Medical School, community hospitals, long-term care facilities, and frontline care providers. Dr. Collins said the CMA and NLMA's relationship and joint work will continue to create a stronger and better future for physicians and for patients. She said in this time of great uncertainty, physicians have found new ways to lead. Dr. Collins noted that the CMA has helped shape government's pandemic response and has brought much needed attention to the ways the system is working well and the ways it is failing. Dr. Collins said physician advocacy is powerful and it must be leveraged to help get out of the current crisis and create a better and healthier future for Canada post-COVID. She said the CMA is working toward a new strategy, called Impact 2040, to create a more sustainable and accessible health care system and to create a medical culture focused

on physical and mental well-being. She said the CMA wants to create a society where every individual has an equal opportunity to be healthy. Dr. Collins said the CMA is proposing governance changes, including a shift to a national election for CMA president, to achieve equity and diversity within its leadership in order to better reflect the broad range of perspectives within the medical profession on all levels of decision making. Dr. Collins encouraged participation in the CMA AGM and the CMA's Health Summit Series. She said there is a formidable task ahead to emerge and recover from the pandemic and the continued collaboration of the provincial medical associations will be critical in achieving that success.

07

Finance Report – Dr. Paul Johnston

Dr. Paul Johnston, Chair of the Finance & Administration Committee, presented the audited financial statements for the fiscal year ending December 31, 2020. He noted the Finance & Administration Committee, in conjunction with senior staff, reviewed the statements which the Board of Directors subsequently approved. The NLMA experienced a surplus of \$543,300 from operating activities in 2020. A \$159,800 surplus had been forecasted, but the pandemic forced the Association to pivot to working and meeting virtually. It is estimated that this alone saved the NLMA almost \$180,000 since travel was eliminated, honoraria reduced, and the building was shut for part of the year. These savings were directed into a \$200,000 donation to the provincial Community Food Sharing Association. Other significant reductions under legal and consulting expenses also contributed to the surplus. The Association started to receive new funding from the CMA and MD in 2020. One-time grants of \$250,000 for a COVID-19 response and \$100,000 for physician leadership, and the first installment of a \$1,000,000 grant for physician health and wellness. Dr. Johnston noted the NLMA continues to have a healthy reserve, at more than \$3.0 million at year end, which exceeds the one-year-operating-expenses target. He also highlighted that revenue from membership fees, which made up 86 per cent of total revenue, decreased very slightly to just under \$2.3 million due to a less migrant physician population during the pandemic. Dr. Johnston went on to note that the NLMA Parental Leave Allowance provided \$349,000 in benefits to eligible members and the NLMA's charity, the Physician's Legacy Foundation, awarded \$30,000 to 22 student and resident members of the Association under seven different scholarships. In conclusion, Dr. Johnston stated the 2021 budget could be found in the NLMA's Annual Report and was approved by the Board of Directors last fall.

08

Appointment of Auditors

It was moved by Dr. David Flusk, and seconded by Dr. Susan MacDonald, that the auditing firm of Deloitte be appointed NLMA auditors for the fiscal year 2021.

PASSED

09

Installation of New President

CMA President Dr. Ann Collins congratulated Dr. Powell for her great work and leadership during her term as President before introducing Dr. Susan MacDonald as the new President. Dr. Collins led the ceremony virtually as Dr. MacDonald put on the NLMA Chain of Office.

10

Incoming President's Address – Dr. Susan MacDonald

Dr. MacDonald opened her remarks as the new President of the NLMA by thanking Dr. Collins of the Canadian Medical Association, noting it is not a privilege she takes lightly, especially during such an unprecedented time for physicians. She said her first goal as President will be to conclude negotiations with the government as quickly as possible, stating that initial negotiating meetings with government began in late December but were suspended in January due to the provincial election. Dr. MacDonald said the negotiations were occurring at a critical time and if accepted at the table, the NLMA's proposals will help address issues with physician recruitment and retention and will lead to systemic improvements and better health outcomes, leading to a more sustainable health care system. She went on to acknowledge the many challenges facing the province, including the worst fiscal crisis since Confederation, and referenced the government-commissioned economic recovery report called the "Big Reset." Dr. MacDonald noted the NLMA will not support any solution that results in substandard care or puts patients in a potentially compromised situation, highlighting the importance of recognizing that public spending on physicians is not part of the problem. She stated that spending on physicians in this province, on a per capita basis, is already less than the national average. Dr. MacDonald said doctors are actually the most efficient part of the health care system. She then went on to highlight the NLMA's representation on the Health Accord Task Force, acknowledging that physicians should be at the forefront of health policy decisions. Dr. MacDonald noted that Health Accord NL has been keenly interested in the

NLMA's recommendations, including those put forward in the ten-year vision for family medicine, the NLMA's proposed virtual care strategy, and the comprehensive briefs submitted to the Health Accord's six sub-committees. She said the distinguishing feature of the NLMA must be a commitment to strive for what is best for patients rather than self-interest. Dr. MacDonald then focused on new NLMA initiatives, including the NLMA Physician Wellness Advisory Council, which will implement a four-year strategy for physician health in the province, and the Gender Equity in Compensation Committee. This Committee, which is chaired by Past President Dr. Wendy Graham, has a mandate to provide guidance to the NLMA Board of Directors to advance gender equity in physician compensation to address physician-gender pay gaps in the province. Dr. MacDonald said she looked forward to engaging with colleagues throughout the province during her President's Tour and said that despite the many different backgrounds and disciplines, NLMA members are a small group of physicians, and, during such controversial periods, it is important to stand united in solidarity. In her closing remarks, Dr. MacDonald thanked outgoing President Dr. Lynette Powell for her grace, resolve, and commitment during her term, and thanked outgoing NLMA Board Members Past-President Dr. Charlene Fitzgerald, Dr. Paul Johnston and Dr. Lauren Smithson. She then thanked the current NLMA Board and everyone in attendance.

11

Introduction of New President-Elect & Directors At-Large

AGM Speaker Dr. Art Rideout introduced President-Elect Dr. Kris Luscombe and current Board Members Dr. Hans Schafer, Dr. Will Moores, Dr. Sarah Clancy, and Dr. Amer Qureshi, and new Board Members Dr. Bolu Ogunyemimi and Dr. David Flusk, as well as Past-President Dr. Lynette Powell and new President Dr. Susan MacDonald.

12

Recognition of NLMA & CMA Honorary Life Awards – Presented by Dr. Art Rideout, Dr. Ann Collins

This year, NLMA and CMA Honorary Life Members were recognized during the virtual NLMA AGM. Recipients will be invited to formally accept their awards in-person and address delegates at the 2022 NLMA AGM.

NLMA Honorary Life Awards

- Dr. Elias Bartellas
- Dr. Peter Blackie
- Dr. Nigel Duguid

CMA Honorary Life Awards

- Dr. Donald Hodder
- Dr. Thomas Rossiter

Resolutions

Resolution #1

Moved: Dr. David Pace

Seconded: Dr. Lesley Turner

“As per the Canadian Medical Association’s motion, be it resolved that obesity be declared a chronic medical disease requiring enhanced research, treatment, and prevention efforts.”

PASSED

Resolution #2

Moved: Dr. Sarah Small

Seconded: Dr. Colleen Kirby

“Be it resolved that the NLMA negotiate to augment the Parental Leave Allowance to increase allowable weekly billing and increase the weekly allowance.”

PASSED

Resolution #3

Moved: Dr. Roxanne Reid-Cooper

Seconded: Dr. Jared Butler

“As the annual Canadian Women in Medicine conference, held end of May/early June each year, coincides with the NLMA AGM and, therefore, inhibits leadership opportunities for members of both, be it resolved that the NLMA will make every effort to hold their AGM on an alternate date in the future.”

PASSED

Resolution #4

Moved: Dr. Jared Butler

Seconded: Dr. Roxanne Reid-Cooper

“Be it resolved that the NLMA will facilitate the development of collaboration, working groups, and family medicine involvement in all government sponsored primary care programming.”

PASSED

Resolution #5**Moved: Dr. Stephen Major****Seconded: Dr. Roxanne Reid-Cooper**

“Along with appropriate changes in the MCP Preamble, be it resolved that the NLMA will demand greater transparency from MCP regarding the process and clear criteria for approval, auditing and appeals of FFS billing.”

PASSED**Resolution #6****Moved: Dr. Roxanne Reid-Cooper****Seconded: Dr. Megan Hayes**

“Be it resolved that the NLMA pursue a program of retirement security for physicians. This could take the form of a program of RRSP contributions with matching contributions from the provincial government.”

PASSED**Resolution #7****Moved: Dr. Steve Major****Seconded: Dr. Megan Hayes**

“Be it resolved that the NLMA take steps and measures to reduce the pay disparity amongst physicians through negotiations with government.”

PASSED**Resolution #8****Moved: Dr. Dinesh Saria****Seconded: Dr. Angela Tate**

“Be it resolved that the terms of the salaried physicians RRSP be disclosed to members, that after a review the RRSP be placed for competitive bid, and the new RRSP include a flexible option so that members could move their funds to other financial institutions or to be self-managed after six months in the plan.”

PASSED**14****Adjournment**

It was moved by Dr. Susan MacDonald, and seconded by Dr. Jared Butler, to officially adjourn the meeting.

PASSED

ACTIONS ARISING FROM THE 2021 ANNUAL GENERAL MEETING

Resolution #1

Moved: Dr. David Pace

Seconded: Dr. Lesley Turner

As per the Canadian Medical Association's motion, be it resolved that obesity be declared a chronic medical disease requiring enhanced research, treatment, and prevention efforts.

The NLMA endorsement of obesity as a chronic medical disease was communicated to Obesity Canada and subsequently posted on their website in support of their ongoing advocacy efforts.

Resolution #2

Moved: Sarah Small

Seconded: Colleen Kirby

Be it resolved that the NLMA negotiate to augment the Parental Leave Allowance to increase allowable weekly billing and increase the weekly allowance.

A Board approved proposal to augment the parental leave program was submitted to government. In June, it was announced that the NLMA Parental Leave Allowance program has reduced its in-practice requirement from 12 months to six months preceding the birth or adoption date, effective May 3, 2022. Those who meet all other eligibility requirements on this date but were only in practice between six and 12 months, were encouraged to apply (or reapply) for the benefit. Additional proposals to augment the program have also been made to the government but no response has been provided to date.

Resolution #3

Moved: Dr. Roxanne Reid-Cooper

Seconded: Dr. Jared Butler

As the annual Canadian Women in Medicine conference, held end May/early June each year, coincides with the NLMA AGM and, therefore, inhibits leadership opportunities for members of both, be it resolved that the NLMA will make every effort to hold their AGM on an alternate date in the future.

The Board of Directors approved the resolution that going forward the NLMA will hold future AGMs on dates that do not conflict with future CWIM conferences.

Resolution #4

Moved: Dr. Jared Butler

Seconded: Dr. Roxanne Reid-Cooper

Be it resolved that the NLMA will facilitate the development of collaboration, working groups, and family medicine involvement in all government sponsored primary care programming.

With the completion of the MOA, the NLMA and government have moved on to negotiate the blended capitation payment model. Two information and discussion sessions were held with the membership in May, 2022. The ideas that emerged from this consultation are being considered as part of the NLMA's negotiating position. The NLMA has also constituted a consultative committee made up of the FP Section Executive and supplemented with additional family physicians who will be consulted throughout the negotiating process. Family physicians were extensively involved in the Health Accord "community care" committee. We expect a new process to emerge as the government considers how community care teams will be implemented and the NLMA will advocate for direct physician involvement.

Resolution #5

Moved: Dr. Stephen Major

Seconded: Dr. Roxanne Reid-Cooper

Along with appropriate changes in the MCP Preamble, be it resolved that the NLMA will demand greater transparency from MCP regarding the process and clear criteria for approval, auditing and appeals of FFS billing.

NLMA made proposals at the negotiating table but was not able to secure improvements to the MCP Preamble and processes as part of the new MOA. Now that negotiations are completed, the NLMA is designing a new process for receiving complaints from physicians, engaging MCP on behalf of physicians, and improving communication flow.

The lack of success in having the government respond to NLMA positions on audit issues has directly resulted in our legal strategy (noted above). We will continue to launch legal proceedings as necessary to drive change in the audit program. We will also use the new dispute settlement mechanism in the MOA to drive change.

Resolution #6

Moved: Roxanne Reid-Cooper

Seconded: Megan Hayes

Be it resolved that the NLMA pursue a program of retirement security for physicians. This could take the form of a program of RRSP contributions with matching contributions from the provincial government.

This resolution was passed after the NLMA had already tabled its negotiating goals in the MOA negotiations. Therefore, consideration of RSP or retirement savings proposals will be considered for the next round of negotiations starting in 2023.

Resolution #7

Moved: Steve Major

Seconded: Megan Hayes

Be it resolved that the NLMA take steps and measures to reduce the pay disparity amongst physicians through negotiations with Government.

The Board agreed to accept this resolution as a principle that guides the Association in all future negotiations with the government.

Resolution #8

Moved: Dr. Dinesh Sariya

Seconded: Dr. Angela Tate

Be it resolved that the terms of the salaried physicians RRSP be disclosed to members, that after a review the RRSP be placed for competitive bid, and the new RRSP include a flexible option so that members could move their funds to other financial institutions or to be self-managed after six months in the plan.

NLMA launched a review of the group RRSP program managed by MD Financial/Scotia Bank, which salaried physicians are enrolled. The review was suspended during negotiations but has been reactivated now that the negotiations process is complete. Financial advisors with Johnson Inc. are evaluating program's performance and service quality. The review is expected to be completed in June/July 2022.

STEWARDSHIP REPORT

NLMA Members Ratify MOA

In October, the NLMA suspended contract negotiations with the provincial government to consult with members. At the time, the NLMA was informed that the provincial government would make zero new investment in physician services and rejected all of the NLMA's negotiations proposals. The normally scheduled President's Tour was cancelled following the NLMA's written notice to suspend contract talks. Instead of the typical tour, the NLMA President led a series of Member Town Halls in each region to discuss the government's negotiations proposals and next steps to break the impasse. During the town hall meetings, doctors spoke about the difficulty to fill vacant positions and how the government's lack of respect was negatively affecting morale. The NLMA made its concerns public and advised the media it would conduct a formal vote of government's initial offer in November. Prior to this vote, the NLMA received a letter from the provincial government providing a set of assurances regarding the



L-R: President-Elect Dr. Kris Luscombe, President Dr. Susan MacDonald & Past-President Dr. Lynette Powell

NLMA Members Ratify MOA (continued)

NLMA's priorities in negotiations. In light of this development, the NLMA decided not to proceed with the November vote. The unity of the membership played a key part in advancing the talks to this stage. In December 2021, NLMA reached a tentative deal with the government for a new Memorandum of Agreement (MOA). Online meetings were then held with members to discuss the tentative agreement and answer questions prior to a ratification vote among practising members. On February 3, 2022, members voted in favour of ratifying the new MOA. The vote concluded with 72.5% voting to accept the tentative agreement. A total of 921 members took part in the vote representing 65.4% of eligible members. The agreement contained between \$32 and \$36 million in new spending for physician services. This represented an increase of between seven to eight per cent of the value of the province's Physician Services Budget and achieved competitive compensation with the Maritime Provinces. The agreement is effective until September 30, 2023.

MOA Implementation

Following the signing of the MOA, the NLMA turned its attention to the many pieces of work that need to occur to implement the agreement. This started with coordinating across-the-board payments and retroactive payments. It will take approximately three to six months to complete the micro-allocations process for fee codes. A new section representative selection process was launched to formalize the process for selecting fee-for-service representatives with standardized instruction guidelines and job descriptions for every group. The NLMA and government are also working together to design the Remoteness Bonus Program; a Remoteness Index and a Locum Recruitment Program. The Market Adjustment process will also be initiated, and several potential candidates have already been identified. NLMA will also collaborate with government on updating the Salaried Quick Reference Guide. Negotiations have also started to establish a new blended capitation payment model for family physicians, which will exist alongside the salaried and fee-for-service payment models.

Virtual Care

The temporary Virtual Care Fee Codes were extended beyond March 14, 2022, when all COVID-19 restrictions were lifted. Now that negotiations have concluded, the NLMA-GNL Payment Schedule Review Committee is beginning talks to establish permanent virtual care rates, which is expected to be completed by August 31, 2022.

Negotiations

The next round of negotiations will be triggered in the spring of 2023. In lead up to these talks, the NLMA will gather member input to ensure members' goals and priorities are captured for the next round. The NLMA will launch member information sessions and consultations to support these negotiations. The NLMA has also committed to conduct a review of the current Atlantic Parity formula. The NLMA is seeking a collaborative approach with government to conduct the review and we aim to have it completed by January 2023. The terms of reference for the review will include updated code matches, inclusion of Nova Scotia AFPs and APPs, as well as recommendations for addressing preamble rules, premiums, and other unique types of payments. The review will also look at whether Atlantic Parity is the best benchmark for the next round of negotiations. The NLMA will also develop recommendations for an improved salary comparison formula and alternatives to a code comparison methodology. The NLMA has access to binding arbitration as a dispute settlement mechanism in the next round if sufficient progress is not made after 12 months of negotiations.



Gender Equity in Physician Compensation

The NLMA has established a Committee to Advance Gender Equity in Physician Compensation to provide leadership and guidance to the Board of Directors. This issue has been studied extensively in Canada and the world. To learn about how female physicians in this province are affected by gender inequity, the NLMA engaged in a multi-pronged engagement process with key audiences. NLMA's research methodology relied on two key activities: documenting conclusions from the extensive research available on gender equity in physician compensation and documenting the experiences of physicians in the province with respect to gender inequities in compensation. International Women's Day on March 8th marked the launch of the member consultations input to guide the work of the Committee. A preliminary white paper *Mind the Gap: Addressing Gender Equity in Physician Compensation, Newfoundland and Labrador* was later presented to the NLMA Board in April. The discussion paper documents the feedback and outlines a series of potential solutions and approaches. The Committee is now developing formal recommendations based on these proposed approaches. NLMA is also partnering with Doctors Manitoba and four other medical associations (SK, NB, NS and PEI), to participate in a separate gender equity research project. The project is being carried out by the Manitoba Institute for Health Policy. The project will allow for a deeper statistical dive into other areas of compensation inequity (e.g. race, age, etc.), which will expand our research base and produce comparative information with other provinces.



NLMA Executive Director Robert Thompson and NLMA President Dr. Susan MacDonald

Health Accord

The NLMA commissioned an extensive consultation process with physicians to determine their perceptions of the Health Accord's proposed framework for health care system redesign. The Health Accord's main report was released in February 2022. The Report identifies strategic directions for 'rebalancing the health system' and addressing social, economic, and environmental factors that impact health. The NLMA consulted with Health Accord NL on a regular basis leading up to the release of The Report to share the views and priorities of physicians. Our Association was also represented on the Health Accord's Task Force. The Health Accord released *The Blueprint* on June 16, which outlines its recommendations for implementation. Government will now determine what recommendations it will operationalize. The government has already announced it will commence with the Health Accord's recommendation of a single health authority and a united road and air ambulance system. The chairs of the Health Accord have recommended that the task force be transformed into a stakeholder advisory council that would include representation from the NLMA and other stakeholders for high-level strategic consultation. The NLMA will proactively submit our views on the various recommendations of the blueprint and will continue to monitor the Health Accord's recommendations and track their implementation to ensure the interests of NLMA members and their patients are protected. One call to action that the NLMA continues to monitor closely is the creation of community care teams. The NLMA has made breakthroughs related to the blended capitation model for family medicine in the new MOA, which is a key component for team-based care. The next stage in establishing this model will be to ensure that government policy adopts and builds on the Health Accord's recommendations.



Top Photo: NLMA Member Dr. Janelle Taylor, NLMA President Dr. Susan MacDonald & NLMA Board Member Urologist Dr. Paul Johnston at the NLMA News Conference on Surgical Backlogs March 11, 2022



Bottom Photo: Dr. Susan MacDonald speaks to media at NLMA House



L-R: Thoracic Surgeon Dr. Janelle Taylor, NLMA President Dr. Susan MacDonald & Urologist Dr. Paul Johnston at the NLMA News Conference on Surgical Backlogs March 11, 2022

Surgical Backlog

In March, doctors sounded the alarm over cancelled surgeries and delayed care. Over the past two years, health system shutdowns resulted in cancelled surgeries and unmanageable waitlists. The problem extends to hospital surgical units throughout the province and is particularly acute at the province's tertiary referral centres. The NLMA organized a news conference with surgeons and called on the provincial government to commit to reducing the surgical backlog and bring together stakeholders, including frontline surgeons and nurses, to assist health authorities in developing and overseeing a plan to reduce the waitlist; increase operating room capacity and ensure transparency and accountability by publicly reporting backlogged surgical cases. The Premier met with the NLMA in May and agreed that a task force, involving surgeons and other disciplines, would be established to undertake this work. Among other things, the task force will be asked to provide advice on how to spend the new federal funding allocated to provincial governments for reducing waitlists. The Premier also said that the government will be more transparent when it comes to waitlist data. The NLMA issued a call for expressions of interest for the task force and submitted names to the government from which they would choose the final task force composition. The NLMA will ensure that there is a wider consultation mechanism so that individuals and other disciplines who are not directly represented on the task force can have their ideas and views considered. More information will be released to members as the work of the task force gets underway.

Recruitment & Retention Advocacy

The NLMA has been vocal in the media regarding the plight of rural health centres, often called Category B Emergency Sites, which is one component of the broader family physician shortage. The usual complement for each site is three to five doctors, to provide family practice services for the region, and ER and hospitalist services on-site. Unfortunately, as vacancies became widespread, with some sites unable to keep even their emergency departments open, the main response has been to set up virtual care ERs or ER diversions. These measures are not solutions to the underlying problems. Therefore, the NLMA proposed short-term measures to stabilize the physician groups still remaining at these sites and increase temporary capacity, and medium-term ideas to achieve regular staffing levels. The Premier reached out for a meeting with the NLMA to review our recommendations and seek collaboration. Meetings were held with the Premier and Minister of Health in April and May to discuss potential solutions based on NLMA's recommendations. Government has provided positive feedback on the NLMA recommendations, but detailed action has not yet taken place.



Photo credits: CBC

Physician Health

The NLMA has an agreement with CMA and Scotiabank to provide funding to enhance the Physician Health Program. In 2020, the Physician Wellness Advisory Council worked to develop a comprehensive four-year strategy for physician health in the province. The rollout of the physician health strategy includes the establishment of a province-wide physician health collaborative (PHC). In 2021, a series of virtual interviews were conducted to obtain feedback and input from key stakeholders in the design and development of a PHC. Based on the findings, a terms of reference for the PHC was drafted in consultation with the NLMA's Physician Health and Wellness Advisory Committee. The PHC will be instrumental in identifying the issues affecting physician health and well-being as well as the policies, processes, supports and services that need to be in place to promote and sustain physician health and well-being. The PHC will be comprised of the key stakeholder groups that are influential in supporting the goals and principles of physician health.

In 2022, the NLMA launched a Physician Health Webinar Series providing advice to members on a variety of personal health-related topics. The first session in the physician health series took place in May 2022. The NLMA also began development of a province-wide physician health peer network, which will be overseen by Dr. Susan King. A jurisdictional scan of peer support programs across the country was conducted to help inform the development of the NLMA's program.

Following a call for expressions of interest, the NLMA appointed Dr. Kris Luscombe as the new Medical Director of the NLMA's Physician Monitoring Program. As Medical Director, Dr. Luscombe will oversee the expansion of the NLMA's Physician Monitoring Program to include the provision of services to support physical health, mental health, and neuro-degenerative disorders.

Legal Updates

The NLMA filed an originating application with the Supreme Court of Newfoundland and Labrador, General Division to address changes in connection with payments for Specific Assessments to FFS Specialists. An originating application has also been filed to resolve a disagreement regarding the interpretation and application of Schedule L of the MOA related to Intravitreal Injection (IVI). The SA/SRA and IVI court cases were scheduled to be heard in court in March 2022 but have since been postponed to October 2022. The NLMA also has a case before the courts on behalf of "fixed fee" GFT physicians. The process for discoveries of key witness is the next stage in this process. It will take time for these matters to work their way through the courts. The NLMA remains committed to seeing this through and is actively pushing these matters forward.



NLMA President Dr. Susan MacDonald at the Confederation Building for the release of the Provincial Budget

Physician Leadership Bursary Program

In August, the NLMA, with the generous support of the Canadian Medical Association, offered a Physician Leadership Bursary Program to members. The bursary provides funding for the purpose of enrollment in multiple physician leadership and professional development opportunities that are aligned with the NLMA's mission and values. The CMA contributed \$100,000 to fund this initiative, which provides successful applicants with up to 90 per cent of the direct tuition/registration costs for the programs in which they enroll in. Professional and leadership development has been identified by the NLMA as an important element in advancing the profession and our members' health and wellness. The goal of the NLMA and CMA is to provide members with the tools and techniques to be more impactful leaders in their community, their organizations, their province, their association, and the profession. Our first competition for funds closed on September 17, 2021, and was applicable for programs running from October 22, 2021 to January 31, 2022.

NLMA Car Seat Program

The NLMA once again proudly donated new car seats to the families of Newfoundland and Labrador's New Year's babies – the first babies born in 2022 – at each of the province's hospitals performing routine deliveries. The intent of the NLMA's car seat program is to encourage the use of approved car seats from the moment parents leave the hospital with their newborns. Over the past 35 years, the NLMA has presented close to 400 car seats to families across Newfoundland and Labrador.

Clockwise 2022 New Years Baby Families: Marystown, Clarendville, Gander, Carbonear, St. John's



REPORT OF THE NOMINATING COMMITTEE

Dr. Charlene Fitzgerald, Chair

The Nominating Committee considered all nominations put forward for election to the NLMA Board of Directors and would like to thank all members who allowed their names to stand.

The Committee is pleased to put forward the following slate of officers and board members for 2022-2023:

Officers

President	Dr. Kris Luscombe (FFS Spec)	Grand Falls-Windsor
President-Elect	Dr. Gerard Farrell (FFS FM)	St. John's
Immediate Past-President	Dr. Susan MacDonald (Sal FM)	St. John's

Board Members

Dr. David Flusk (APP Spec)	Rural
Dr. David Harvey (FFS Spec)	Urban
Dr. David Metcalfe (FFS FM)	Urban
Dr. Heather O'Dea (Sal FM)	Rural
Dr. Bolu Ogunyemi (FFS Spec)	Urban
Dr. Desmond Whalen (FFS EM)	Rural
Dr. Jillian McCarthy (PARNL)	
Georgia Darmonkow (MSS)	

Sal: Salaried

FFS: Fee-For-Service

APP: Alternative Payment Plan

FM: Family Medicine

Spec: Specialist

PARNL: Professional Association of Residents of Newfoundland and Labrador

MSS: Medical Students' Society

APPENDICES TO THE NLMA ANNUAL REPORT

Appendix 1 — Financial Statements
Available to members upon request

APPENDICES TO THE NLMA ANNUAL REPORT

Appendix 2 — 2022 Budget

Available to members upon request

2021-2022 BOARD OF DIRECTORS, STAFF, CMA REPRESENTATIVES

Officers

President - Dr. Susan MacDonald
Past President - Dr. Lynette Powell
President-Elect - Dr. Kristopher Luscombe

Non-Voting

Board Chair - Dr. Arthur Rideout
Resident Rep - Dr. Jillian McCarthy
Medical Student Rep - Georgia Darmonkow

Directors At-Large

Dr. Sarah Clancy
Dr. David Flusk
Dr. William Moores
Dr. Bolu Ogunyemi
Dr. Amer Qureshi
Dr. Hans Schaefer

NLMA Staff

Robert Thompson	Executive Director
Lynn Barter	Associate Executive Director
J. David Mitchell	Director, Administration & Membership
Suzan Izquierdo	Membership Administrator
Donna Osmond	Executive Assistant
Jonathan Carpenter	Director, Communications & Public Affairs
Anna Delaney	Communications Coordinator
Scott Brown	Director, Health Policy & Economics
Tamie L. White	Senior Compensation & Benefits Analyst
Aimee Letto	Health Policy Analyst & Legal Counsel

Contract Advisors

Dr. Susan M. King	Medical Director, NLMA Physician Care Network
Jean Cook	Clinical Stabilization Fund Project Coordinator
Lucy McDonald	Senior Advisor, Health Information

NLMA Representatives on CMA Committees/Forums

Dr. Paula Kennedy – Board of Directors
Dr. Lynn Dwyer – Committee on Nominations

NLMA COMMITTEES

2021-2022 Standing Committees

Governance Committee

Dr. Susan MacDonald (Chair)

Dr. Lynette Powell

Dr. Kris Luscombe

Dr. Arthur Rideout

Secretariat: Robert Thompson, Lynn Barter

Finance & Administration Committee

Dr. Lynette Powell (Chair)

Dr. Sarah Clancy

Dr. David Flusk

Dr. Kris Luscombe

Dr. Lauren Smithson

Secretariat: Robert Thompson, J. David Mitchell

External Relations Committee

Dr. Lynn Dwyer (Chair)

Dr. Nigel Duguid

Dr. Bolu Ogunyemi

Dr. Lynette Powell (Board Liaison)

Dr. Amer Qureshi

Dr. Hans Schaefer

Subject experts as required

Secretariat: Jonathan Carpenter

Negotiations Committee

Dr. Susan MacDonald (Chair)

Dr. Kris Luscombe

Dr. Lynette Powell

Subject experts as required

Secretariat: Robert Thompson, Lynn Barter, Scott Brown

2021-2022

NLMA SUB-COMMITTEES, AD HOC COMMITTEES & ADVISORY COUNCILS BOARD & GENERAL MEMBERSHIP

Physician Wellness Advisory Council

Dr. Tracey Bridger (Chair)
Dr. Susan King (Medical Director)
Dr. Susan MacDonald
Dr. Bolu Ogunyemi
Dr. Cathy Hickey
Dr. Kris Luscombe (Board Liaison)
Dr. Josh Mercer
Dr. Sarah Tulk

Secretariat: Lynn Barter

Rural Physicians Advisory Council

Dr. Amer Qureshi (Chair)
Dr. Sarah Clancy
Dr. Yordan Karaivanov
Dr. Lauren Smithson

Secretariat: Lynn Barter

IMG Advisory Council

Member consultation/Subject matter experts as required

Secretariat: Lynn Barter

Health Information Committee

Dr. Tracey Bridger (Chair)
Dr. Tony Gabriel (EMR Management Committee Liaison)
Dr. William Moores (Board Liaison)
Dr. Christopher Kovacs
Dr. Aaron McKim
Dr. Diane Keating-Power

Secretariat: Lucy McDonald

Physician Services Liaison Committee

Dr. Susan MacDonald
Dr. Kris Luscombe
Dr. Lynette Powell

Secretariat: Robert Thompson, Lynn Barter, Scott Brown, Tamie White

CPSNL-NLMA Joint Committee

Dr. Susan MacDonald
Dr. Kris Luscombe

Secretariat: Robert Thompson

2022 Nominating Committee

Dr. Charlene Fitzgerald (Chair)
Regional representatives to be determined
Secretariat: Lynn Barter

Family Practice Renewal Committee

Dr. Lynette Powell (Co-Chair)
Dr. Steve Major
Dr. Nicola Penney
Secretariat: Robert Thompson, Lynn Barter

WorkplaceNL Committee

Dr. Steve Major
Dr. Joe Tumilty
Dr. Gert Nel
Secretariat: Scott Brown, Tamie White

EMR Management Committee

Dr. Tony Gabriel (Co-Chair)

Dr. Roxanne Cooper

Dr. Tim Strand

Secretariat: Lucy MacDonald

EMR Data Governance Advisory Committee

Dr. Aaron McKim (Chair)

Dr. Laura Jewell

Dr. Gerard Farrell

Dr. Marie O'Dea

Secretariat: Lucy MacDonald

EMR Clinical Advisory Committee

Dr. Dawn Turner (Co-Chair) NLMA Rep

Dr. Dianne Keating Power (Co-Chair) RHA Rep

Dr. Erin Fitzpatrick

Dr. Lynn Dwyer

Dr. Melissa Angel

Secretariat: Lucy MacDonald

PHYSICIANS' LEGACY FOUNDATION OF NEWFOUNDLAND AND LABRADOR

The NLMA gratefully acknowledges the generosity of donors to the Physicians' Legacy Foundation of Newfoundland and Labrador. Their contributions help provide scholarships and bursaries to medical students and residents at Memorial University's Faculty of Medicine. In addition, when a member passes away, the NLMA makes a donation in their memory to the Foundation. Tax-deductible individual donations are accepted during the membership renewal process, or at any time through the NLMA.



Supporting the doctors of tomorrow.

ACKNOWLEDGEMENTS

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